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United States Army Recruiting Command

February 2002

Journal

USAREC
CHANGE
OF
COMMAND

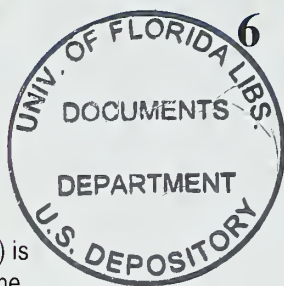


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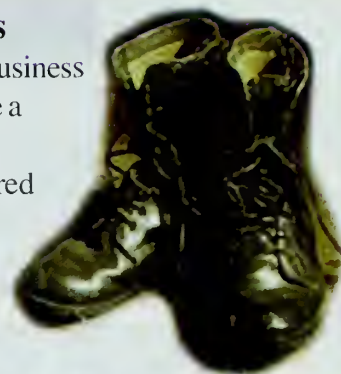
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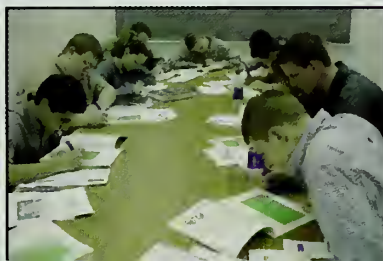


SFC Marvin Monroe achieved two of his lifetime goals as a parent and as a recruiter. First, he earned his recruiter ring in less than three years and second, his eldest son, Martell Moore, asked him to enlist him in the U.S. Army.

19 Military careers and the ASVAB interpretation and Be on alert!....the "Educator/COI Presentation Kit" is coming

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20 Market research highlight — The African-American market

The African-American market has consistently played an important role in USAREC's ability to meet mission.



A Farewell Message from LTG Cavin

When you read this month's article, I will already have departed as your commanding general, but I didn't want to leave without sending my personal thanks to each of you in a farewell column. I want to say, with deep sincerity, **thanks for the magnificent job** you have done. Each of you is special, doing extremely important work, under less than ideal conditions, and doing it with pride and professionalism.

It has been a distinct privilege to work with a team of extraordinary soldiers and civilians. Clearly, the best the Army has. Your accomplishments make me extremely proud, and I'm confident the initiatives and strategies we have established will result in continued success for you personally and USAREC overall.

As with this and all other changes of command, people talk about the job you did in terms of what your unit accomplished, but the accomplishments of USAREC aren't mine. They are instead the accomplishments of a dedicated team to whom the Army and the nation is indebted.

I told a story at the change of command that I think adequately portrays my feelings. I want to share it with those of you who were out in the trenches putting people in boots when I was passing the guidon to MG Michael Rochelle.

If you are ever riding down a dusty country road with farms all around and you glance to the right and see a turtle sitting on top of a fence post, you intuitively know that turtle did not get there by himself. Equally important, you know that the turtle did not stay up there by himself during the wind and snowstorms. Rather, a whole lot of folks put him up there and continue to adjust him so that he doesn't fall. You have allowed me to stay on top of the fence post.

Every recruiter, the phenomenal staff and leadership teams at each recruiting company, battalion and brigade, as well as the staff at USAREC headquarters have played a critical role in our success. I want to say thanks for your tireless efforts and commitment to excellence.

By now you all know what you've accomplished in just the short 15 months I've been privileged to lead the team. Mission success for Fiscal Year 2001; more than 110,000 young men and women are serving their country because of your efforts. Many of them are on the front lines in our current fight against terrorism. Be proud of those great soldiers who have taken up the mantle of our forefathers — The Greatest Generation.

That's two years in a row that you beat the odds. At a time of record-low unemployment rates and record-high college attendance rates, you provided unmatched opportunities to young people.

And we also closed out the first quarter of Fiscal Year 2002 in the same outstanding fashion. The quality of the force has not been this good since 1994. As you head into the bathtub months, USAREC is postured for success like in no other recruiting year in the past. You will be able to make mission, reduce the hold under rates, and provide the highest quality force we have seen in years. Our Army deserves the best we can give them and you are doing just that. It comes at a cost of long hours, sacrifice and commitment. For that, I and the entire Army team thank you.

I trust that you will support MG Rochelle with the same level of commitment, dedication and professionalism that you gave me.

Mary and I may be leaving USAREC, but we're not going too far. Each of you remains a close part of our Army family.

Again, my personal thanks for your commitment to providing the strength, keeping our Army strong, and keeping America free.

Best wishes for continued professional and personal success in all that you do.

Proud to be here, Proud to serve!

I am writing this article on the 1st of January 2002. As this day draws to a close, so does another holiday season. All has been quiet this week. There have been no reports involving the death or serious injury of fellow soldiers or family members. With all of us thinking safety and God's help, this trend will continue.

Hopefully everyone had a Merry Christmas and Happy New Year. I took this time to reflect on last year and put to paper my list of New Year's resolutions. As usual, I managed to eat too much and exercise too little during the past several weeks. I told my wife it had to be the cold weather that kept me from my long runs. Jackie, being the resourceful spouse she is, was good enough to outfit me with winter running gear.

So **resolution number one** is to get out there at least five days a week and run at least three marathons this year. Please invite me to your PT sessions when I'm traveling in your areas. It will be much easier to stick with the program.

Resolution number two. Participate in one more USAREC changes of command. On Jan. 7, I passed the colors one more time; giving them to MG Cavin then receiving them from MG Rochelle. He will be my fourth commander in the three and one-half years I've been your USAREC Command Sergeant Major. I will do my best to advise him on issues that affect soldiers, their families, and this command. The good news is MG Rochelle has for many years been a friend of USAREC. I am confident he will be as caring and focused a leader as MG Cavin.

I mentioned in an earlier article how impressed I was with the soldiers competing for Audie Murphy Club membership. Every noncommissioned officer the board selected truly earned it. It was my desire to have an induction ceremony fit for these professional soldiers that exemplify the Corps. I believe we almost got it right. I was happy with December's ceremony but not satisfied. **Resolution number three** requires making some adjustments that will place USAREC's SAMC ceremony among the best in the Army. Our inductees deserve nothing less.

Resolution number four involves training. There is some incredible work being done by USAREC Training Division with support from the Recruiting and Retention School, Gallup and other contractors. We are modifying the New Recruiter Program. The finished product will update several tasks and provide users a better evaluation tool. Additionally, the Leadership and Professional Development

CSM Roger Leturno



Program (LPDP) will create a standardized career path for recruiters, capture the three pillars of training, simplify the tracking of critical skills for the associated recruiting positions, and serve as an excellent counseling tool. This program formalizes the needed and required training of recruiters beyond the NRP while identifying and preparing future 79Rs for their chosen field. I am committed to seeing these programs implemented this year.

Resolution five I need everyone's help with. No more conditional promotions. For this to succeed, we must convert a sufficient quantity of quality noncommissioned officers to MOS 79R. Concurrently, leaders must provide quality training, mentoring and counseling to develop these good recruiters in to great cadre leaders. Finally, let's write NCOERs that mirror the performance of the total soldier.

That's my list for this year. Of course I have another list of things to improve and sustain. During my field inspections over the last several months, I have noticed a shift to focused grad LRL prospecting.

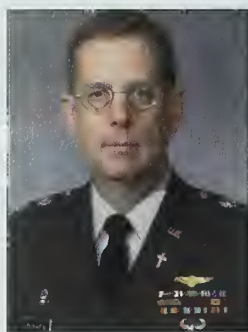
Leaders are targeting markets of opportunity. They're planning and directing prospecting in specific grad LRLs to increase penetration and generate contracts. However, there is still work to be done in the grad and senior markets. I'm not seeing much movement in DEP programs/referrals. Still, too many station commanders (and CLTs) don't understand UR 601-95. As I mentioned earlier, we have to do a better job with counseling. I highly recommend leaders review counseling at least one level down. You will be astonished at what you find.

Mission success is the number one item on my sustain list. Next to this is a reminder that success doesn't start at USAREC Headquarters, brigade or battalion. Success begins with the noncommissioned officers who are out there every day recruiting for America's Army. Thanks for what you do.

Let's ALL enjoy a happy and prosperous New Year.



Chaplain's Motivational Notes



*by Chaplain (LTC) Jim Stephen
HQS USAREC*

“Looking beyond our sorrow”

We need not look far to see the sorrow and suffering in the world around us. Scarcely does a week pass, it seems, that we don't witness another calamity that has struck a city, a state or a nation. Whether it is fire, flood, war or terrorism, we can sympathize with the pain that others will endure.

Closer to home, we see too often the sufferings of family, friends and neighbors. Whether it is a family who has lost a child, a neighbor who is out of work, or a parent who is chronically ill, we likewise see too much pain.

The inevitability of life seems to be that at some point we will bear our share of the world's sorrows. Some may seek to escape them — perhaps through the false security of wealth, through building walls to protect themselves, or through whatever means they believe will keep the world at bay. But those with wisdom know of the need to look beyond what may seem like the hopelessness of the moment.

A young couple whose infant daughter was soon to die had many choices to make during their ordeal, not the least of which was how they would respond to their impending loss. After the doctors had done all they could and it was determined the end would irreversibly present itself, the couple lifted their daughter from her bed, dressed her, and carried her outside for her first and only look at the world. There they basked in the sun for a moment, looked at the flowers and trees, and then returned to the hospital room that had been her only home.

With like courage, we should learn to look beyond those times in our lives that appear insurmountable.

We must first look beyond the moment, realizing that our “...afflictions shall be but [for] a small moment.”

We must then look beyond ourselves to those who stand ready to help, to those whose sorrows have passed, to the wisdom left us by men and women who have gone before.

And we must look beyond our doubts and fears to those timeless beliefs and values that will help us rise above the difficulties we face.

There is no easy way to circumvent the challenges of life, no foolproof formula that will bring us immediate relief. There is, however, strength in looking beyond the moment — in not losing sight of the hope that there is solace and strength to be found.

Please let me know if this message spoke to your need today. Send your note to: **James.Stephen@usarec.army.mil**.

USAREC gets new CG as Cavin is promoted

By Pearl Ingram, Editor, *Recruiter Journal*

MG Michael D. Rochelle accepted USAREC command and leadership in a ceremony Jan. 7 at Fort Knox, Ky.

"He is well known inside and outside of Washington," said GEN John N. Abrams, U.S. Army Training and Doctrine Command, commanding general and guest speaker at the change of command and promotion ceremony. "We're comfortable that he'll have the right touch to articulate the issues."

Rochelle is a native of Norfolk, Va., and comes to USAREC from the Soldier Support Institute, Fort Jackson, S.C., where he had been commanding general since August 2000.

"You're looking at the most excited, fired-up individual on the face of the earth today," said Rochelle.

Rochelle is no stranger to the world of Army recruiting. In November 1988, he took command of the Brunswick Recruiting Battalion, Brunswick, Maine, now New England Battalion. Since departing recruiting after 30 months of battalion command, Rochelle said he has tried to get back home to recruiting.

Rochelle describes his past recruiting experience as the most challenging yet the most rewarding personally and professionally gratifying experience of his life at that time.

"We are very enthusiastic about his sense for dealing with people in uniform and out of uniform," said Abrams. "He is respected as General Cavin was. This is somebody who we trust."

Abrams reminded the audience that it's not just the numbers that count, but it's the manner in which the numbers are achieved. "It's what the numbers are all about," he said, "quality soldiers and quality leaders for our Army."

Like Rochelle, LTG Dennis Cavin said he felt he had returned to an organization where he had roots when he

arrived at USAREC 16 months ago. Cavin served as aide-de-camp to legendary recruiting commander, GEN Maxwell R. Thurman. It was Thurman's three stars that Cavin's wife Mary and Abrams pinned on the collar of his BDUs Jan. 7.

"I stood in the room when he (Thurman) introduced us to Be All You Can Be," said Cavin. Three months after Cavin took command at recruiting headquarters, the Army announced a new advertising campaign for a new generation of Americans.

"An Army of One represents a renewed message of commitment to the value of each soldier, to the development of them as team members and as leaders," he said.

"Today is indeed humbling," said Cavin. Growing up as a farm boy, he said he relates how things happen in simple terms and used an analogy of a turtle sitting atop a fence post. "You know intuitively that the turtle did not get there by himself. More importantly, you know he doesn't stay there by himself, especially during the stormy winds and rains."

He said a lot of folks had put this turtle on top of the fence post, and they have nudged him to the right or left to keep him from falling off. The recruiting team, he said, has allowed him to stay on top.

"I depart with mixed emotions," Cavin said. "There is much still to be done." However, he said, his apprehensions quickly turn to excitement, as Rochelle is a seasoned leader, intellect, visionary, extraordinary planner and executer and comes with more credentials to tackle the job than anyone else in the Army.

"While I am fired up today, I look to the future and see nothing but clear skies," said Rochelle. "Regardless of the economy, regardless of what our nation may be facing today – why, because I know firsthand the power of this command."

Cavin's new assignment is Deputy Commanding General for Initial Entry Training, TRADOC, Fort Monroe, Va. 



Sharpening the basics during the bathtub months

By SFC John W. Isom, USAREC Recruiting Operations

“Historic bathtub months” – a phrase that means something to recruiting personnel if they have been here for a year or more. Our historic bathtub months are February, March, April and May. They are called bathtub because when production from those months is graphed, the line dips down before going back up and looks something like a bathtub with steep sides and a concave floor. — MG Dennis D. Cavin, Recruiter Journal / May 2001

Historically, the bathtub months are a challenging time for the command. Previously the command's focus has been primarily on the senior market and less on the grad-like market. We became over dependant on our summer DEPs to meet the Army's end-strength requirements. After the drawdown, we incurred such a high DEP loss rate in the summer, we were failing to meet the Army's needs. In the last several years, the command has brought more emphasis on grad-like missions to meet the Army's end-strength needs and training base capabilities. Our goal is to smooth out the bathtub months and provide an annual even flow to the training base; and in the end, a highly qualified soldier to the field force. Even though the senior market is key to making mission, there must be more emphasis on continuous prospecting and processing in the grad/college markets. With this knowledge, we must sharpen our use of the five basic sales skills (The Basics). By honing these skills, we will be able to improve the quality of our sales presentations and that will help improve production, leading to “no more bathtubs.”

The five basic sales skills found in USAREC Pam 350-7 and used by all of us – military, civilian or contractors – are:

Establishing rapport

Determining needs and interests

Presenting features and benefits

Closing and handling objections

Determining qualifications

By focusing on the guidelines below, you can implement each of the five basic skills and achieve the commanding general's desired goal of increasing production in grad/college markets.

Establishing Rapport: The let's get to know each other phase

Establishing rapport and credibility equates to gaining respect, trust, and putting the potential applicant at ease (remember everyone you meet is a potential applicant or knows a potential applicant).

You are the Army; be yourself; SELL yourself!

Be honest.

Use elements of MR-ACE-SING throughout the process.

You and your area of operation must LOOK sharp; first impressions are lasting impressions.

Make a note of the information; use it as your asset. Knowledge is power!

Communication during this stage is 50/50; take turns speaking

but remember, listening is always more important.

Watch the body language of your applicant: look for signs of boredom or better yet ... interest.

Determining Needs and Interests: Finding out more about the applicant

What you think in this stage is not important. Do not lead the applicant, it's all about them at this point.

Everyone has goals, needs, wants and desires. These usually determine what they buy. They weigh heavily in the applicant's decision-making process. These may be hard for you to determine, as some individuals may not be so free to convey their goals, needs, wants and desires to a stranger. So if you're the stranger, refer to previous rule about establishing rapport.

Communication during this stage is 80/20; 80 percent listening, 20 percent asking open-ended fact-finding questions. The Recruiter Tutor can help you become better at this.

Summarize, prioritize and clarify the applicant's needs and interests prior to moving to the next phase.

Presenting Features and Benefits: Showing what the Army offers

Combine what the applicant stated he/she wants with what you (the Army) has to offer.

Focus on Army features, options and programs. Make sure it has a direct bearing on the applicant's goals, needs, wants and desires. (Not what you wanted to sell).

Communication now is the 80/20 rule reversed; the applicant should listen and you should give FEBWAC (Facts, Evidence, Benefits, Word picture, Agreement and Close). Here is another time to watch the body language of your applicant. Your sales ability must sell the product — THE ARMY.

Facts: State the fact or feature about the Army that pertains to the applicant's needs and interests. Example: The Army's guaranteed pay and entitlements, our station of choice option, our guaranteed training of choice options, and the Army's educational programs. Remember, in some cases information provided is based on applicant's availability and existing vacancies.

Evidence: Show proof of what you said the Army is offering; your own personal testimony is good evidence to use along with ARISS, RPIs, etc.

Benefits: Turn the fact or feature about the Army into a potential benefit; explain how that feature can satisfy the applicant's needs, wants and goals. Refer to the notes you took during the probing phase.

Word Picture: Paint a picture of the facts and benefits you presented based upon the applicant's “what and whys.” Let them see themselves in the Army enjoying their desires, wants, needs and achieving their goals.

Agreement: After the word picture, ask the applicant if he or she agrees with the facts presented and the benefit. For example: John don't you agree that the Army's guaranteed pay and entitlements will help get you that red Corvette you have always

dreamed of owning? Wait for his response. Remember, the first one to speak should be the applicant responding to your question.

Closing: Asking for a commitment to enlistment

“Are you ready to join our great Army Team?” The type of close your applicants need will vary. In USAREC Pam 350-7, you have good, clear examples of closes to master and add to your arsenal:

The trial close. It is nothing more than a temperature check, asking for an opinion or feeling about the Army or specific Army program and analyzing the reaction. Never ask for a decision!

The two-choice close. Gives the applicant a choice – Monday or Tuesday.

The single-question close – Simply ask the applicant to enlist.

The already-enlisted close – This close must start at the beginning of your presentation because you assume all the way through that your applicant has enlisted. (Sally, while at basic training, you will ...)

The challenge close. This closing method works best with younger men. You must be careful how you use this one. You must be on friendly terms with your prospect or this may backfire. (John, you don’t have the guts to jump out of an airplane.)

The weighted close. This close involves the buyer weighing the pros and cons of an enlistment, then making a decision based on the outcome. In this technique, placing the pros and cons on a piece of paper so the applicant can visually compare helps. Use the five senses to reinforce the pros and cons.

There are many types of closes, but the ones listed above are the most common. It is important to recognize that knowing when to close is as important as knowing which type of close to use.

Handling Objections: Identifying and dealing with questions or requests for more information.

First you will need to determine if the objection is a true objection. Simply state as an example, “So if you didn’t have to leave home, then you would join the Army? Is this correct?” In many cases the prospect will conceal the true objection. Handling objections is covered in USAREC Pam 350-7 para 5-3e. As stated there, you cannot overcome an objection, you can only make it appear less important. Remember, never ... ever ... challenge the applicant’s beliefs!

The following is a nine-step process to help handle the true objection.

1. When you close, if the applicant says yes, congratulate him/her on becoming a part of the Army team, then continue on with the process.
2. When you close, if the applicant says no, using your established rapport, ask the applicant for his/her reason.
3. Once he or she states the reason, restate the reason they gave to ensure both parties understand clearly.
4. Using your rapport, ask the applicant if the reason he or she said no was discussed, removed or dealt with, would they agree to join the Army.
5. If he or she does not want to join the Army then, it is a smoke screen, (go back to step two), and state, “It’s obvious you

have another reason, do you mind if I may ask what the reason is?”

6. If applicant says he or she would join the Army, you have found the true objection (go to step seven).

7. Handle the true objection. A common method is the feel, felt, found method.

Example: John I understand how you feel about leaving home. A lot of my friends have felt the same way. John, they found out that after they left home, they had time in the Army to come back home and visit. They also met new friends who quickly became their family away from home. I remember using my 30 days vacation with pay to travel with my newfound friends across America. You will also have the opportunity to visit home and this will be one good reason to get your red Corvette. You can drive home too. Now John, don’t you agree the Army can assist you in achieving ...?

8. If the applicant says yes, see step one.

9. If the applicant says no, go back to step two.

This nine-step process will help you stay on line and not be afraid to handle what amounts to nothing more than an unanswered question or request for more information.

Determining Qualification: Finding the mental, medical, and moral status

It is important for you to prequalify applicants to ensure they are eligible to enlist. You can find out more about how to do this task in USAREC Pam 350-7, Chapter 6, para 6-13. This area, if not done correctly, and with the right attitude, can cause us to lose many valuable hours spinning our wheels. This will in turn, affect our bathtub months production. Therefore, you must ensure you ask the right questions. Do not be afraid to know the truth. How else can you help the applicant? This will allow us to focus on our mission with fewer distractions during the no longer notorious bathtub months.

Always ensure you finish the sales interview on a positive note. The prospect who has rejected your product must feel comfortable buying from you in the future, or at least making a referral. Make these key points work for you:

Know when to listen and when to sell.

Continually reinforce your credibility. Never argue with your prospect.

Always keep your applicant’s goals, needs, wants and desires in mind.

Remain positive no matter what. Everyone needs to be a satisfied customer, sold or not.

Always ask for referrals.

Remember, an aggressive attack of the basics during the bathtub months means an increase in grad-like contracts written and shipped to basic training. Execute the five sales skills with precision. Continuing to sharpen the use of the five sales skills, will allow for prospecting and processing with more timely and efficient results. Executing the basics with precision will go a long way in helping us smooth out these notorious months.

Remembering Dr. Martin Luther King Jr.

By Gary L. Bloomfield, Kansas City Battalion APA

“I have a dream....”

Those four simple words are all that needs to be said for Americans to recall Dr. Martin Luther King Jr. During the 1960s when the civil rights movement spoke out and demanded to be heard, King was urging the black minority to fight for equality through words, not violence: “Love or perish, this is the beauty of nonviolence. It says you can struggle without hating; you can fight a war without violence.”

And fight he did. In 1955, after graduating from Morehouse College and Crozer Theological Seminary, King became pastor of the Dexter Avenue Baptist Church in Montgomery, Ala. Soon afterward King was involved in his first, and many consider his greatest, contribution to civil rights when he organized a 382-day boycott of the city’s segregated bus system.

During those 13 months, King was arrested and violently harassed, which included the bombing of his home. But he and the black community of Montgomery stood their ground until the U.S. Supreme Court ruled that Alabama laws requiring bus segregation were unconstitutional.

King’s next goal was to lay the foundation for organizing black leaders in the South, uniting their efforts in helping other communities fight segregation and discrimination. The Southern Christian Leadership Conference was born from King’s dream.

1963 became a bittersweet year for King and the civil rights movement.

The bitterness came in Birmingham, Ala., when King spearheaded a mass protest urging establishment of a biracial committee, fair hiring practices and the desegregation of the city’s department stores. The protest was met by police brutality and King’s arrest, but again the black community held together until changes were made.

1963 also highlighted King’s “I have a dream ...” proclamation at the historic March on Washington, followed by “Time” magazine naming him Man of the Year. The capstone came several months later when King received the 1964 Nobel Peace Prize.

After returning from Oslo, Norway, where he received the prize, King continued his non-violent fight for civil rights by leading a voter registration drive in Selma, Ala., which ended with the Selma-to-Montgomery freedom march. From there he headed to Chicago to work on slum rehabilitation and new housing projects.

It was in Chicago that King met resistance not only from the city, but also from the disenchanted Black youth who felt violence should be countered with violence. But King held firm on his non-violent stance. Speaking before the United Nations, he said “Let us save our national honor — stop the bombing. Let us save American lives and Vietnamese lives ... stop the



bombing.” It was this speech that reunified the civil rights movement, forcing the black militants to relinquish their control.

Once again King directed his efforts to domestic problems, planning a massive march of the poor on Washington, D.C., designed to urge Congress to recognize and implement civil rights resolutions. But during the planning, King decided he was needed more in Memphis to support the city sanitation workers’ strike. The Tennessee National Guard had been called in, which only incited the strikers more, creating several days of violence and unrest, until the troops finally departed. King stayed on in Memphis to lead a non-violent march through the city, in defiance of a federal court injunction against it, and on the night of April 3, 1968, King had a premonition of what was soon to occur.

He told a church gathering simply, “Well, I don’t know what will happen now ... but it really doesn’t matter.” He sounded weary from all the demonstrations and marches, the harassment and arrests that had been the sole of his life for the past 13 years.

He had denounced violence, never raising his fist in fighting for civil rights, yet tragically on April 4, 1968, King was felled by an assassin’s bullet as he stood on a motel balcony with Jesse Jackson and Ralph Abernathy.

The news of King’s death was accompanied by waves of violence in major cities throughout the country ... an ironic epitaph to a man so dedicated to nonviolence.

We mourn his death, choosing instead to celebrate the birthday — January 1929 — of Martin Luther King. And this month, during Black History Month, we look back over more than three decades without King, knowing that much has been accomplished to destroy racism, but much still needs to be done.

“I still have a dream. It is a dream deeply rooted in the American Dream. That one day this nation will rise up and live out the true meaning of its creed — we hold these truths to be self-evident, that all men are created equal.” ■

Army sponsors All-American Bowl

Story by Dottie Pack, HQS USAREC

Photos by Greg Calidonna, HQS USAREC

Seventy-four of the nation's top high school football players swarmed into San Antonio the first week of January for an East versus West game of the Army's All-American Football Bowl.

The U.S. Army reached a multiyear agreement with SportsLink Inc. to be the title sponsor of the 2nd Annual National High School Football All-Star game, now renamed the U.S. Army All-American Bowl. Two teams of 35-40 players each were selected from the nation's top high school players by Tom Lemming of Men's Health 18. Lemming is a well-respected evaluator of prep football talent and contributor to ESPN Sports and USA Today.

"The Army is proud to join SportsLink Inc. in showcasing these elite high school football student-athletes during the U.S. Army All-American Bowl," said COL Thomas Nickerson, Director, Advertising and Public Affairs, USAREC. "We want to recognize the top players from across the country and bring them together for a classic East versus West matchup. The Army understands the importance of providing positive outlets for high school student athletes, and the U.S. Army All-American Bowl is a door opening opportunity that empowers these student-athletes to succeed."

"When we started this game last year in Dallas, Texas, we knew we had a special event," said Rich McGuinness, president of SportsLink Inc. "This year is just like last year, but on steroids."

The students started arriving in San Antonio Dec. 27, 2001, with a multitude of events scheduled culminating with the game on Jan. 5 in the Alamo Stadium.

The athletes enjoyed a catered dinner by well-known Ken Hall BBQ and a performance by country-music artist and member of the Army Reserve, Craig Morgan. Several of the players performed with Morgan making it a fun-filled evening.

Players from the East and West presented MG Dennis D. Cavin, then USAREC commanding general, and Morgan with mementos.

Cavin told the student-athletes that each brought to the game a unique talent and a unique skill and that life is measured in small individual measures. "Life is about attitude; about success," Cavin said. "You set yourself on



Lorenzo Booker, voted as the national high school player of the year, does an interview with a sportscaster from ESPN2, which aired the game live.

fire. You have ... a God-given talent; you make it what it is."

Hall also spoke to the student-athletes and told them that experience is what you take away, while here is what you give it. He emphasized that at this point in their lives, someone else has been acting as their role model, but the time will come when they will be the role model for others and must conduct themselves accordingly.

Hall went on to relate his experience in carrying the 2002 Olympic torch. He told them that on the torch it reads, "Light the fire within." "I knew that the minute or so that I ran with that torch, I was the only person in the world doing so," said Hall. "You guys have that option to carry the torch."

The student-athletes participated in a skills competition the afternoon of the 4th in the Interactive Area set up outside the Alamo Stadium. They competed individually in a football throw, football catch, and the rock climbing wall. The winner in each category was presented a trophy by Cavin.

The student-athletes attended a banquet and award presentation that night by the Rotary Club of San Antonio. Present was Coach Herman Boone, game spokesman and legendary Virginia football coach, who was portrayed in Disney's motion picture, "Remember the Titans," and BG retired Pete Dawkins, 1958 Heisman Trophy winner.



MA Jack Tilley talks to two young men prior to the game Jan. 5 in the Interactive Area set up outside the stadium.



A tackle by an East player during the game on Jan. 5.



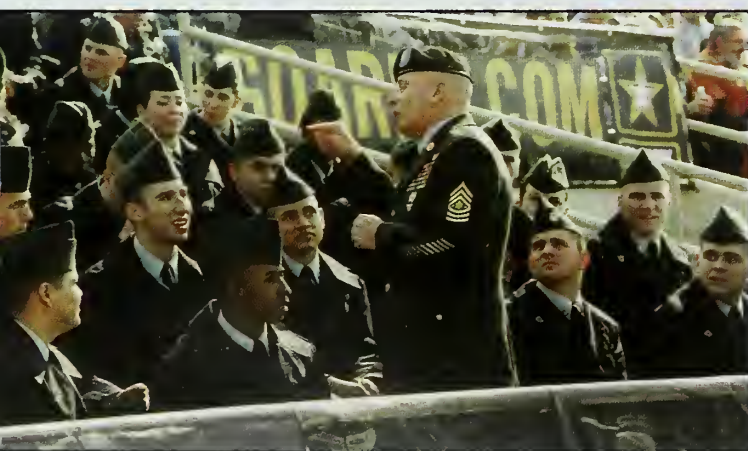
SMA Jack Tilley shows the West players how to properly perform a one-handed push-up in the locker room prior to the game.



MG Dennis D. Cavin presents a trophy to James Banks from the East team for winning "Most Balls Caught" during the Skills Competition.



Teammates from East and West huddle for a pep talk before the game.



SMA Jack Tilley talks to a group of DEP members from South Texas.

Boone addressed the student-athletes and told them to remember that success is a word that comes from hard work. "Your name will not carry you to the top of the mountain," he said. "Everything that happens is a result of your choices. To be able to make that choice is the greatest gift God gave you. How well you do will be based on your motivation and if you make the right choice in life. But never be afraid to tackle adversity. Work to excellence, not just good," he said.

He also told the student-athletes that as long as they truly believed in their heart they did the very best they could do, then they would be able to live with the result. But if they shortchanged themselves with a half-hearted effort, that baggage would stay with them for the rest of their lives.

Dawkins told the student-athletes that just by being there they had achieved a lot. "You earned every recognition you have received," he said. "This is a real achievement not just for the awards, but from the unknown struggles to overcome adversities that were in your way."

The highlight of the evening was the presentation of the Ken Hall Trophy to the high school national player of the year. Ken Hall and SMA Jack Tilley presented the trophy to Lorenzo Booker from Port Hueneme, Calif. Booker was ranked as the No. 4 player in the nation by ESPN.com's Lemming and the No. 1 running back in the nation. Booker thanked his parents for allowing him to make the decision to attend St. Bonaventure High School to pursue his dream of playing football while receiving a quality education. He also reflected on his coach's advice. "Coach always told us to do the best we could do, and challenge til win."

During a pre-game interview, when asked why the Army got involved in sponsorship of the event, Cavin said, "Why not! This is a win-win situation. Our Army is delighted to showcase America's youth. What else could be more refreshing than to take youth, put them in the public eye, and show what America's future looks like. And our future can be seen in the eyes, hearts and the enthusiasm of these young athletes," said Cavin.

While looking over their bios and reading their accomplishments, Cavin said he was simply amazed. These student-athletes participated in everything from giving up their time in the summer to help build churches to participating in youth programs in their communities.

“When you look at these kids, you look 20 years later, and they are going to be your corporate executives,” said Cavin. “They are going to be your community civic leaders, and they are going to be your military leaders as well.”

The sponsorship is part of the Army’s awareness campaign, said Cavin. Most people view the Army – the military in general – as taking kids out of their home environments, out of schools in some cases, putting them in the Army and then discarding them, he said. “And that is the furthest thing from the truth,” said Cavin. “America’s Army takes its youth, again from all walks of life, who in some cases come to us lacking of discipline, lacking values, lacking a sense of self-worth, and after a couple of years, three, four, 20 years, I guarantee you the Army will return to America a better citizen. One who is prideful of who they are, has a sense of values that are integral not only to the Army but to our society, and has a sense of purpose, a skill,” said Cavin.

“We are very delighted to be the first service to sponsor such an event as the All-American Bowl,” said Cavin. “Regardless of the outcome of the game, the Army is already a winner.” The Army has exposed 74 leaders in whose high schools and leaders in their communities to what the Army is really all about. “I’ve had kids tell me they had no idea the Army did this kind of thing,” said Cavin. They had no idea that Army’s sergeants and generals could talk like everybody else, and communicate with them and like the kinds of things they do, he said.

The average American today isn’t able to articulate what the Army is about other than what they’ve seen on television or in the movies according to Cavin. “It’s the Gomer Pyle era, the drill sergeant four inches away using four-letter words,” said Cavin. “That’s their impression because they don’t know anyone in their immediate family -- cousins, brothers -- who served, and that impression is all wrong.

“We have got to change that, and the way you change is through communications, through outreach, through demonstrating,” said Cavin.

The West dominated the game Jan. 5 with a 26-6 victory, with quarterback Vincent Young named as the game MVP. Young is from Madison High School, Houston. The winning team was presented the Boone Trophy named after Coach Herman Boone.

“These student-athletes are not necessarily well known for their endorsements, contracts and such, but they will play their heart out for their family, for their friends, and for the game of football,” said Cavin. We know one thing for sure, one team wins, one team loses. But, all these student-athletes have



Coach Herman Boone celebrates with the West team after the trophy presentation.

already proven themselves as winners. It is our privilege to invest in showcasing America’s top athletes.”

Shadu Moore selected as 2002 U.S. Army All-American

By Emily Gockley
New York City Battalion APA

During a ceremony held at Paterson Catholic High School, Paterson, N.J., on Dec. 6, 2001, Shadu Moore received an invitation to play in the U.S. Army All-American Bowl from U.S. Army Bear Mountain Recruiting company commander, CPT Joseph A. Pavone. Moore is an offensive lineman.

The school principal, Sister Gloria Perez, hosted the ceremony. “We are here today to honor Shadu Moore because the U.S. Army has selected Shadu to participate in the U.S. Army All-American Bowl. Shadu is a fine student and an outstanding football player,” said Perez.

“The Army is proud to be a partner of this game and proud to be associated with the best high school football in Paterson, New Jersey, and from around the country,” said Pavone.

Moore thanked his mom, grandmother, coaches and teachers for all their support. “I would like to especially thank all my teammates, because if it weren’t for them I wouldn’t be here,” Moore said.

Schoolfield keeps 'em in boots

Story and photos by Richard Montgomery
6th Brigade APA

The words from the open cubicle have the unmistakable ring of orders. "prepare to copy," and "if you called me back why didn't you leave a message," or "Ranger, come on over here."

Intermingled with those orders is a loud and pronounced laughter coming from the same cubicle. The man is having fun!

That's the way MSG Gary Schoolfield conducts retention business for 6th Recruiting Brigade soldiers. The "sweet talk," if you will, is reserved for soldiers looking to reenlist in a particular job or a desired location. For those reenlistment eligible men and women, he has all day.

For his compatriots, the retention folks out in the field, he has more pressing words. "It keeps all of us on our toes on a daily basis," relates Schoolfield.

For all his tough talk, the bottom line is his caring and providing welfare for individual soldiers. That trait is marked by his membership in the Sergeant Audie Murphy Club for which he was selected in September 2000.

The 37-year-old African American joined the Army in 1982 as an infantryman and has been hard charging ever since. He has held positions as a team leader, rifleman and squad leader in Korea, California and Panama. For



Just Cause Operation in Panama, he received the Combat Infantryman's Badge.

In 1990 his career began to change. After holding positions as the reenlistment NCO at company and battalion levels, he attended the Career Counselors Course and received a new military job title, OOR (career counselor).

"My reenlistment work really bloomed when I went to Germany in 1991 to become the career counselor for the 42nd Field Artillery Brigade," he said. During his 36-month tour, he was selected as the V Corps Artillery and V Corps Career Counselor of the Year.

The awards and honors didn't end in Germany. Serving at Fort Lee, Va., in 1994 and 95, he was selected as the TRADOC Career Counselor of the year.


He became the reenlistment NCO person in 1997 at Las Vegas based 6th Recruiting Brigade. Since then, the awards, plaques, medals and promotions have skyrocketed. It only took one year to be selected as the USAREC Career Counselor of the Year.

In the past four years, Schoolfield received the commanding general's Top Retention Award for retention accomplishment. If that isn't enough to keep him busy, he assumed duties as first sergeant for 6th Brigade headquarters and serves as NCOIC of the funeral detail.

To ensure he can continue to bark orders at soldiers who work for him, he consistently scores 300 on the APFT.

Not content to just have a responsible Army job, Schoolfield is president of the home-owners association where he and his wife Robin live.

He was recently promoted to his present rank in the secondary zone. Along the way he has earned two Meritorious Service Medals, 11 Army Commendation Medals, and six Army Achievement Medals.

If you're a recruiter or support soldier in 6th Recruiting Brigade nearing ETS, you can rest assured Schoolfield is tracking your career. 



MSG Gary Schoolfield stands next to his wall of accomplishment at 6th Recruiting Brigade Headquarters in Las Vegas. The number of plaques on the wall continues to grow.

Moore and Thomas lead by example

Story and photos by John C. Heil III
Great Lakes Battalion APA

Integrity. It's one of the Army values, and it's a value that means a lot to Bel Air Recruiting Station soldiers SFC Willie Moore and SFC Evangelish Thomas.

"Integrity is very important with what we do," Moore said. "People depend on us. Lives hang in the balance."

"Integrity is vital," Thomas said. "You must establish a relationship with people based on trust. It's the only way to tell the Army story."

These relationships extend even beyond enlisting a youth in the Army. Moore and Thomas have a genuine sense of caring for individuals who come into their station. Thomas, who has two sisters as managers at KFC, has been known to get DEPs a job while they await their entry into the Army or even get a job for individuals who are unqualified for the Army. Moore is no different, as he just recently helped an unqualified individual get a job at UPS. Recently, Moore got an unqualified applicant a job at Frito Lay. That applicant was so pleased with Moore that he referred another person who worked at Frito Lay to the Army. "If you do good things, good things are bound to happen to you," Thomas said.

Moore and Thomas, who are both originally from the Detroit area, enjoy working with the African-American community where they grew up. "African-American History Month is very important," Thomas said. "Kids need to know more about their history ... how their ancestors persevered through the hard times to get where they are today. It's inspirational."

"African-American History is important," Moore said. "A lot of black communities don't feel a connection with American society. They don't know how African Americans helped build America through the industrial revolution and technological revolution. It's a wonderful thing to teach your children to be proud to be an American and all it stands for."

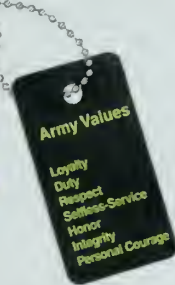
"Today's youth don't know about the civil rights struggle," said Thomas, who spends his time off as a reverend at the Post Chapel at Selfridge ANGB. "It is important for African Americans to reconnect once in awhile, and it's good recognizing the struggles that our parents and grandparents went through. It makes you appreciate where you are today."

Moore, who helped recruit four soldiers at the Great Lakes Battalion as an HRAP in 1999, enjoyed changing youths' lives every day and decided to volunteer to become a recruiter for his career in January 2001. "I wanted this job, that's why I'm here," Moore said. "I love my job and I wouldn't trade it for anything in the world. We're changing lives every day."

"I take this job very seriously," said Thomas, who also volunteered for recruiter duty. "It is the most satisfying thing seeing your DEP after a few weeks of working with you to get in the Army. Their outlook on life changes and you realize how important your influence is on them. It really makes you reevaluate your priorities."

Moore and Thomas are not only caring individuals who believe in what they do, but they are also very good at the job. "They are two very professional NCOs who know the task at hand and do the job every day with no supervision," Bel Air Recruiting Station commander SFC Ira Rockett said. "SFC Thomas is a seasoned recruiter. He is a pure leader. He is a very well spoken person who leads by example and provides guidance to anyone he can. SFC Moore has caught on to what the job entails faster than the average recruiter does. He just took off. He motivates people on a daily basis and it rubs off on other recruiters. He's not afraid to voice his opinion and is very dedicated to his job."

"They are two of our better soldiers," Mt. Clemens ISG Kevin McKinley said. "SFC Thomas has been a stellar recruiter for the two years he's been here. SFC Moore was nominated for top new recruiter for the job he's done here in one year."



SFC Evangelish Thomas (left) talks with SFC Willie Moore at the Great Lakes Recruiting Battalion Headquarters Jan. 3.



Father enlists son in the Army

Story and photo by Valerie Branuigau, Oklahoma City Recruiting Battalion

SFC Marvin Monroe achieved two of his lifetime goals as a parent and as a recruiter. First, he earned his recruiter ring in less than three years. Then his eldest son, Martell E. Monroe, asked him to enlist him in the U.S. Army.

Every father has a plan charted for his child's future. Things like college and Officer Candidate School. However, sons have other plans and want to do things on their own terms.

"Martell was being a little rebellious, because my plan for him was to go to college and get his education and then come in as an officer. But he had other plans," according to Monroe.

"As a father I am very proud of his decision to join the military and follow in my footsteps. My objective was to expose him to the many opportunities the Army has to offer. This was something I did very early in his life as a toddler by taking him to all kinds of military functions and events," said Monroe.

"We didn't tell him he was going into the military, he told us. Since he was 5 years old, he has always wanted to go into the military," said Robin Monroe, his mother.

"When I was younger, my father was a Marine, and I remember how much my dad loved the military. That would be all he ever talked about. He would watch all the military movies and went to all kinds of military events with us," said Martell. Seeing the pride he had about being a soldier, and the respect people gave him was very influential. But what really impressed me the most about the military was the discipline, respect, and structure soldiers exhibited. For me, growing up in a military environment was a good thing," stated PVT Monroe.

During the Christmas holiday, PVT Monroe deployed to his new duty station with the 505th Military Intelligence Brigade, Camp Humphries, Korea, as a military intelligence specialist.

He is looking forward to a rewarding and exciting military career as a M1 specialist, and he plans on pursuing his education and going through the Army's Green to Gold program and becoming a military intelligence officer.

The father-son team share a respect and love for their country and the military, and for each other. Together they share a special bond, because they listen to one another.

"As parents, we are proud that he has really set his mind on the military and is doing what he always wanted to do," said Robin Monroe.

According to his mother, "Martell has always been a mature and well-respected leader among his peers. In fact, his mentoring has been instrumental in him earning an Army Achievement Medal from his Reserve unit for referring six of his friends to his father, and today they are all proudly serving in the U.S. Army. He has leadership ability, and his peers have


always looked up to him. They always respected what he said, because he speaks from the heart and is very truthful with people." Also, he has always been very knowledgeable about the military.

PVT Monroe attributes his discipline and knowledge to the military men in his life like his father, his Uncle Gary (a Navy man) and GEN Colin Powell.

"The Army offers me the job security and challenges I need. The military intelligence field will also give me a rewarding military career and 20 years from now a secure future as a civilian," said PVT Monroe.

In addition, PVT Monroe shares his favorite quote that he models his life by. "I don't know who said this quote, but it has been something I live my life by. 'Every man must choose his own destiny.'"

While he is looking forward to going to Korea and serving his country, he said he will truly miss spending time with his brother Jameel and his little sister Monique.

As for dad, SFC Monroe, his goal as a parent and a recruiter, although fulfilled, are still growing. "I wanted to provide a better chance for Martell to succeed. I can think of no better way then serving our country and the military," stated SFC Monroe. 



SFC Marvin Monroe (left) and son, PVT Martell E. Monroe.

Sergeant Major of the Army sends...

These are busy days for all of us. I recently sat through a briefing that made me pause and do some thinking. The briefing was on safety, and I'm again asking for your help.

I'd like to share with you what kept going through my mind as the briefer talked us through the slides and shared stories and statistics.

During FY 01, we learned 169 soldiers died from accidents. In my mind, I could see a company formation — a big, 169-person company. I imagined each of those soldiers dead. I tried to envision that same number of funerals and headstones ... and I wondered how many spouses, children, parents, friends and loved ones that big of a formation represented. I was saddened.

I was also left determined — determined to put the word out and make a difference. Some soldiers regard safety as an issue mainly impacting the TO&E Army. They say to themselves, "My unit doesn't have motor pools," "We don't go to the NTC," or "We don't deploy."

However, in reality everyone who works with soldiers and civilians face safety-related issues. Our soldiers and civilians face possible injury every day, performing tasks that are required to successfully perform their respective real-world missions. We must remain vigilant in combating the enemy of safety: complacency in enforcement of standards.

Safety, in short, is not just an issue for the go-to-war Army. It's a soldier issue, a civilian issue, and it's an Active Army as well as a Reserve Component issue.

In many of the accidents, it was painfully obvious that the cause was preventable. The dead soldier's first-line supervisor — a *sergeant* — should have been the person most able to have prevented the accident.

In more cases than I care to recall, something as simple as a seatbelt, a helmet, a ground guide with \$20 worth of flashlights, or wearing road guard vests could have saved lives and prevented injuries. In other cases, adequate risk assessments, safety briefings, spot checks and closer involvement from an experienced leader would have likely been enough.

Anyone doubting this or wanting more specifics, the answer may lie no further than your dayroom's coffee table or your safety officer's in-box. Each month, the Army Safety Center puts out its Countermeasure and Flightfax magazines, and they never fail to contain eye-opening examples of how poor discipline, poor planning, poor preparation, and poor leadership all contribute to far too many deaths. The Center also runs an excellent Internet site at <http://safety.army.mil/>.

I'd like for each of us to do all we can to ensure safety gets the visibility it deserves in our training, in our planning, and in the execution of everything we do.

In the past seven-or-so weeks, I've sat in a number of church pews near flag-draped coffins that contained the remains of soldiers and civilians killed in the Sept. 11 attack on the Pentagon.

Sitting at these services and graveside remembrances, I've felt the pain of these families and looked into the eyes of parents, spouses, and children as they were handed the flag from their soldier's coffin.

It will take all of us — from private to sergeant major and lieutenant to general — to make a difference. Safety impacts more than just what we do on ranges, in our motor pools and in training areas.

Each year, privately owned vehicle accidents claim far too many lives. Causal factors remain alcohol, speed, carelessness, fatigue and driving in inclement weather on unsafe road conditions. We can impact our soldiers with proper emphasis on behavior and how we conduct ourselves during adverse conditions.

In addition to safety, we should also add suicide prevention to our list of avoidable occurrences. During the briefing I spoke of, I was shocked to learn that a platoon of soldiers — 40 to be precise — had their deaths categorized as either suicides or suspected suicides. Perhaps not all of these could have been prevented, but I'm wondering if a concerned word, a timely counseling, or simply a kind gesture could have been enough to make a difference to some of these soldiers.

I'm no doubt preaching to the choir, and a great many of you are in units where safety is priority one. But, even a single suicide or accidental death is one too many.

Sept. 11 was a hard day for all of us, but it was prevented from being more tragic by the selfless acts of valor displayed by our fellow soldiers and civilians. Late in October, Army Secretary White, the Vice Chief of Staff, GEN Keane, and I saluted our heroes by presenting them with the Soldiers Medal, the Defense of Freedom Medal, and other medals for their courageous actions at the Pentagon.

These brave men and women ignored danger, uncertainty, and pain to come to the aid of their fallen comrades, just as Americans have performed on battlefields for more than 226 years. We should be proud of each of them.

On Oct. 9, I was proud of the NCO Corps for a different reason. During a funeral for a soldier who died in the Sept. 11 attack on the Pentagon, I witnessed an act that — at least to me — epitomized our role in enforcing standards.

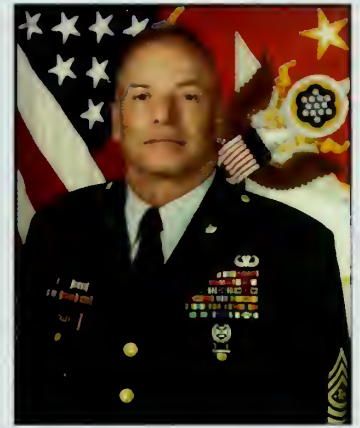
During the graveside portion of the funeral, Old Guard 1SG Robert Watson was set to receive the freshly folded American flag from the casket when he noticed a flaw. Few people watching would have noticed the flaw, and 1SG Watson might've been able to cover it with his hand.

But, he didn't. While the family waited and before a number of VIPs — including the Army Chief of Staff — the first sergeant signaled for the flag to be refolded, a process that took several minutes.

I was deeply impressed by his willingness to enforce standards, no matter how small the infraction or who was watching. Let 1SG Watson be our example as we strive to never overlook a safety violation, or walk past an opportunity to use our position and experience to ratchet up on safety, to identify hazards and develop procedures to assist those who are in despair.

Together, we can take this on and make a difference. Begin simply by asking yourself, "When *can* I talk about safety?" as opposed to "When *must* I talk about safety?"

—Adapted from Sergeant Major of the Army's *Thoughts-n-Concerns*, Nov. 2, 2001 (Reprinted with permission from Countermeasure and the U.S. Army Safety Center, December 2001)



A soldier writes:

I am thinking of possibly putting in an application to become a recruiter. I have been thinking on this for a while. Can you please send an application to the above address and please give me some insight on what to expect, how to go about applying, the pros and cons, etc. of a recruiter. I need military progression, a challenge, but most of all, satisfaction and gratification of my job. Give me guidance, please. Thank you.

The Chief of Staff responds:

I appreciate your use of "The Way I See It" program to express your interest in becoming an Army recruiter. Because of your initiative in using this process, a member of USAREC's Recruit-the-Recruiter Team has already contacted you. They have discussed your situation and found that you are qualified to apply to become a recruiter as soon as you have completed at least eight months on station at Fort Knox.

In your inquiry, you asked for the "Pros" and "Cons" of becoming a recruiter. I think you already have a good idea of the advantages of becoming a recruiter - many of the "Pros" are exactly the points you made in your query. "Military progression" is one; DA Promotion Boards look favorably at successful recruiting tours. "A new challenge" is another - recruiting is very challenging, but it is also richly rewarding and the kind of job where you are recognized for doing well. "Satisfaction and gratification" is a third advantage - it is very satisfying to help out a young person getting started in an Army career.

Like any job, being a recruiter can have some drawbacks. The "Cons" include handling some tough missions. The hours are a little different for some soldiers. At 1630 most people are about to end the workday, but for many recruiters, this is the start of the most productive part of the day. School is out, parents are home, and this can be the best time to reach out to the community and tell the Army story. There are also times of rejection, or a young person that cannot make up his mind about joining the Army team. But as you mature as a recruiter, you will learn how to overcome objections and help guide young people into making a sound decision concerning their future. When that happens, there is no more rewarding job that the Army has, and it will reaffirm your decision to become a recruiter.

Once again, thank you for using "The Way I See It" program for getting information on becoming a recruiter.



A recruiter writes:

The Air Force, Navy, and Marines have cases of T-shirts with their logos on them. They give one to all the interviews (applicants) that they interview at the recruiting station. This is a walking marketing tool for them. You can walk the hallways in the local schools and see the kids wearing them. With all the giveaways we have, what are the chances of ordering the Army of One T-shirts and have them sent directly to the recruiting stations. We could give them only to qualified applicants pending their enlistment into the DEP.

The Chief of Staff responds:

Thank you for your input into "The Way I See It."

We face tough decisions each and every year in providing Personal Presentation Items (PPIs) for our recruiters. There is no such thing as a "one size fits all" solution for the command, and our recruiters have many different opinions about the right mix of PPIs. Requests for T-shirts pop up with some frequency and we know they are a popular item. As much as we'd like to provide T-shirts to the field we can't do it, given the number of recruiters and the PPI budget.

Simply put, to provide T-shirts to the field as a PPI would only happen if we eliminated all other types of PPIs - and that's a solution we have been unwilling to make. Instead, we chose to provide T-shirts at the local level through the DEP kits. This helps limit the quantity of T-shirts that the command purchases every year and provides visibility at the local level. I've seen our DEPs wear their shirts to school and for DEP functions on many occasions. We also provide T-shirts as a premium for some of our targeted Direct Mail and Direct Response TV campaigns, but these are also very limited in quantity.

Thank you again for your comments and please continue to let us know how we can provide better support to our recruiters. For more information contact MAJ Kate Johnson at (502) 626-0149 or email her at Kathleen.Johnson@usarec.army.mil.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Com-

mand. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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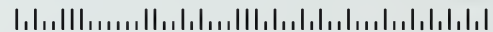


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Fold here first

Military careers and the ASVAB interpretation

Story and photo by Pamela GaVette, Education Services Specialist, Chicago Battalion

The newly updated "Military Careers" book (September 2001) should have arrived in all USARBs. Each recruiting station, CLT, BLT and Education Services Specialist were on the distribution list. The front cover is blue and gray, published by the U.S. Department of Defense, Washington, D.C., and a great aid for recruiters. Let me explain why!




"Military Careers" can be used as a sales database for recruiters. The table of contents displays military job descriptions, defines enlisted and officer occupations (Army, Navy, Air Force, Marine Corps and Coast Guard – projects the differences within the services), and "how to read occupational descriptions." Occupations are listed in the following format: Job Description, Training Provided, Special Requirements, Helpful Attributes, Work Environment, Civilian Counterparts, Physical Demands, Opportunities, ASVAB Military Careers Score, ASVAB Interest Code.

"Military Careers" incorporates data from the Armed Services Vocational Aptitude Battery (ASVAB) Career Exploration

Program within the occupation description. *New information on page 8-9 correlates the old MC (Military Career) scores to the new MC scores (important for clarification).* Specifically, it correlates interest codes – whether realistic, investigative, artistic, social, enterprising or conventional, ASVAB military career codes, education requirements and work values needed for specific military jobs. Finding occupations for which recruits have a good match is important because it indicates that their aptitude and interests are similar to the aptitude and interests held by military members currently performing those jobs in the Army.

Understanding aptitudes, personal interests, preferences, and matching these characteristics to military occupations is the job accomplished during an ASVAB interpretation. The ASVAB interpretation gives real world information about the potential recruit, providing a list of occupations that best match his or her interests, values and abilities. Aided by the ASVAB interpretation, the recruit can choose his/her profession wisely and diligently.

How do I get involved with the ASVAB interpretation? Ask your ESS to provide training and schedule ASVAB Interpretations with schools after the ASVAB testing date. The guidance staff of each school that takes the ASVAB receives a copy of "Military Careers."

Other career exploration resources: www.myfuture.com and www.militarycareers.com. 


Be on alert!.....the "Educator/COI Presentation Kit" is coming

By Education Division
Recruiting Operations Directorate

A kit designed to assist you when conducting presentations to educators and at COI events is set for distribution this month. Each recruiting company and recruiting station will receive an "Educator/COI Presentation Kit." The presentation kit will consist of a desk-side briefing binder, compact disc and 10 promotional folders.

The binder and disc contain a slide presentation on Army education programs and services that is divided into 10 subject areas, so that you can tailor your presentation for either school officials or community leaders. Recruiters have the option to either use the slides in the binder or insert the disc into a laptop for presentations. The promotional folders are to be provided to school officials during your initial visit. The folders will include promotional materials, inserts on Army programs and services and information on the subject area you are briefing.

Additionally, to ensure that you can have the most updated information for your presentation, a Web site has been established on the USRAEC Intranet. Click on Recruiting Central, then go to "Educator/COI Presentation Kit." This section has information on developing school relations, establishing rapport with school officials, guidance for conducting your initial school visit and inserts for the promotional folders. It also includes the entire slide presentation divided into 10 subject areas with information and links to Army education programs and services. Go to the subject area you are planning to brief. It will provide you with information and links to Army education programs and services that complement the slides in your kit.

It is absolutely essential to maintain a strong foothold in the schools. It is critical to recruiting success. The "Educator/COI Presentation Kit" provides you with a tool that can help develop and maintain a strong working relationship in the schools. Use it when briefing educators and key influencers throughout the school year. 

Market research highlight

The African-American market

by **MAJ Eric Burger, PAE**

The African-American market has consistently played an important role in USAREC's ability to meet mission. In the last two fiscal years alone, African-Americans represented an average of 23 percent of RA and 25 percent of USAR recruits, yet only 14 percent of the youth market. Particularly noteworthy is the strong African-American representation in the Command's female applicants, which over these two years averaged 35 percent for RA and 37 percent for USAR. The Army is clearly the dominant service recruiting in this market. USAREC's African-American market share averaged 47 percent over the past two fiscal years, while overall market share averaged 40 percent.

African-American contributions to the strength of the Army are not only high at the entry level, they continue to rise throughout the ranks. Across enlisted grades, male African-American representation increased from 21.4 percent of E-1s to 38.7 percent of E-9s in 2000. Among women, the initial presence and increase in representation of African-Americans was even greater: 35.1 percent of female E-1s to 52.5 percent of female E-9s. These figures make a strong case for the equal opportunity to succeed that exists for all races in the Army, and provide a powerful message for recruiters to take forth into this market. (Data Source: DCSPER Demographics Unit)

The top five battalion markets by total size of the African-American youth population are New York City, Baltimore, Raleigh Jackson, and New Orleans. By density of African-American youth population, the top five battalion markets are Jackson, New Orleans, Baltimore, Raleigh and Columbia. The top performing battalions in FY 01 (listed in descending order) for a number of production categories that are important to the Command are listed below.

If you are curious about your unit's production statistics by race/ethnicity or by other factors, visit the PAE Web site

(<http://hq.usarec.army.mil/PAE/index.htm>) for powerful and user-friendly query capability.

Psychographic research indicates that many African-Americans join the Army to gain training in job skills that are readily transferable to the civilian sector. Not surprisingly then, the career divisions selected by African-Americans in FY 01 were 19 percent combat arms, 23 percent combat support, and 58 percent combat service support versus 38 percent, 29 percent, and 33 percent respectively for all other racial/ethnic groups. African-Americans selected supply, administration, medical, and petroleum career management fields at rates 13 percent, 5 percent, 4 percent, and 3 percent higher than applicants from other racial/ethnic categories. Like all other applicants, the top incentive selected by African-Americans was the enlisted bonus. (Data Source: Enhanced Applicant File)

Though this is a highly propensed market, it does have unique aspects of which the entire recruiting team should be aware. According to the 2001 Yankelovich African-American Monitor, 56 percent of those surveyed tend to pay more attention to ads that run during programs that feature an African-American cast, and 74 percent said they are more likely to buy products that use African-Americans in its ads. Clearly this has implications for national and local media placement. The report also revealed that 80 percent of respondents were more likely to buy a product that "gives back to the African-American community," where giving back means job opportunities and educational support. The Army can leverage its wide variety of MOSs, equal opportunity record, and College Fund and College First Program to address these desires. With a fuller understanding of the concerns and buying motives of African-Americans, USAREC can continue to perform well in this important market. Send feedback to **Eric.Burger@usarec.army.mil**.

<u>Total A-A Production</u>	<u>% A-A Production</u>	<u>A-As with College</u>	<u>% of A-As with College</u>	<u>I-III A-A Production</u>	<u>% of A-As Scoring I-III A</u>
Baltimore	Columbia	New York City	Jackson	Baltimore	Portland
New York City	Jackson	Baltimore	Nashville	New York City	Seattle
Columbia	Atlanta	Jacksonville	New England	Raleigh	New England
Raleigh	New Orleans	Raleigh	Harrisburg	Columbia	Jackson
Montgomery	Baltimore	Jackson	Montgomery	Jacksonville	Phoenix

Moore feels pride in joining Army Reserve

Story and photo by John C. Heil III
Great Lakes Battalion APA

Erin Moore isn't your typical Delayed Training Program soldier. At 31 years old and recently married, his reason for joining the Army Reserve has nothing to do with money or benefits. He feels it's his duty to serve his country.

"As citizens of a republic, it's our obligation to serve," Moore said. "In Rome during medieval times, you had to serve a full stint in the military in order to have anything to do with the government including voting privileges."

Erin, who is an application engineer with Altair Engineering, a software and services company located in Allen Park, Mich., will come into the Reserve as a Chemical Operations Specialist, 54B. With a background as an instructor since 1991, he will have the experience to work as an Advanced Individual Training, AIT, instructor at the 1st 339th HHC/COA in Fraser, Mich.

"As an instructor you will learn your subject better than ever before," Moore said. "Students are going to ask a lot of questions, some of which you are not prepared for. It's rewarding as well."

"For the next six years, I will be able to contribute to a large enterprise, and after six years, I'll know whether I like the Army," said Moore, who will spend 19 weeks at Fort Leonard

Wood, Mo., for his basic and AIT training that started January 23.

For a man who grew up with Army family members, the choice was easy. Moore's father served in the Army National Guard, and his brother, Horace, worked for the Combat Engineers in the Army Reserve. In fact, growing up on a farm in Niota, Tenn., gave him a strong background for the basis of understanding how chemical weapons work.

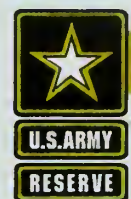
Moore came in the Army Reserve as an E-4 based on his Bachelor of Arts degree in Nuclear and Solid State Physics from Tennessee Tech University. Moore scored the top score of 99 on the ASVAB test and has intentions of finishing a Bachelor of

Arts degree in Computer Science.

"Erin is a recruit you dream about," said SSG Corey Johnson, a five-year Madison Heights recruiter who enlisted Moore.

"You don't have to follow up with him. He's smart enough to ask all the questions."

"I'm not too old ... I can still go out and run a couple of miles," Moore said. "I think it's important to have the experience of the military. I will be able to counsel my children on my experiences. I've been meaning to join for some time."



SSG Corey Johnson (right) works on some paperwork with Erin Moore.

Syracuse Recruiting Company sponsors, mentors Central New York Junior Achievement Enterprise

Story and photos by Mike Murk, Syracuse Recruiting Battalion APA

MAJ Arthur Lauer, executive officer for the Syracuse Battalion, presented the Junior Achievement Business Charter Certificate to Baldwinsville High School senior Christina ByrzGornia, president of the Stars & Stripes Corporation, a Junior Achievement enterprise, and CPT Juan Rosas, commander of the Syracuse Recruiting Company and sponsor of the Stars & Stripes Corporation. The charter signifies that the Stars & Stripes Corporation, a venture made up of members of Junior Achievement of Central New York, has become a viable, operational business. The students' corporation sells Christmas coffee mugs that are wrapped with a selection of instant coffee, tea bags and holiday candy as well as Christmas cookie tins.

"Besides learning business management and leadership," said Rosas, "they're also learning about being good community citizens. Stars & Stripes has pledged fifty cents of every dollar of their sales profits to a September 11th charity."

ByrzGornia's Junior Achievement activity is counseled and

mentored by the Syracuse Recruiting Company, which oversees seven recruiting stations in an eight-county area. CPT Rosas, as well as Syracuse recruiting station recruiters SFC Michael Stikkel and SSG Matthew Blair, serve as principle consultants to the company, made up of 24 students from 10 local high schools. The recruiters, serving as consultants to the students, mentor and coach them on aspects of their business, such as goal setting, time management and leadership, drawing examples from their respective Army backgrounds.

Junior Achievement of Central New York is located in Liverpool on Onondaga Parkway and serves 19 high schools in the surrounding area. Of their several student-run corporations, Syracuse Recruiting Company sponsors the largest enterprise.

Nationwide, the U.S. Army and the Junior Achievement have been working in a partnership since July 2000. The Junior Achievement National Military Role Model Program encourages youth to remain focused on education and the development of career goals so they will graduate from high school.



CPT Juan Rosas, commander, Syracuse Recruiting Company; Christina ByrzGornia, Junior Achievement member and President, Stars & Stripes Corporation; and MAJ Arthur Lauer, executive officer, U.S. Army Recruiting Battalion Syracuse, at presentation of certificate for the Junior Achievement Business Charter.

Junior Achievement students of the Stars & Stripes Corporation show off their Junior Achievement Business Charter Certificate with two of their sponsors, SSG Matthew Blair, Syracuse Army Recruiting Station (left) and CPT Juan Rosas, commander, Syracuse Recruiting Company.



Special Forces TAIR visit to New York schools

By Mike Murk, Syracuse Recruiting Battalion APA

Rochester television reporter, Lynette Adams, interviews Special Forces CPT Joe Lock at Webster High School, Webster, N.Y. Lock, assigned to the 10th Special Forces Group, Fort Carson, Colo., was visiting Rochester and Buffalo area high schools at the request of the U.S. Army Recruiting Command.

Lock, the leader of a cold-water scuba team, spoke to several classes at Webster about his experiences with his Army Special Forces unit, his training, his five-month deployment to Kosovo, as well as opportunities in the U.S. Army and the importance of having a plan prior to graduating from high school.

Lock was accompanied to Webster by Rochester Main Recruiting Station recruiters SFC Kurt D. Thomann and SGT Joseph P. Suto Jr.



History Channel film crew visits USAMU, interviews soldiers

By Paula J. Raudall Pagáu

U.S. Army Marksmanship Unit Public Affairs Office

A film crew from the Digital Ranch production company of Sherman Oaks, Calif., visited the U.S. Army Marksmanship Unit Nov. 29 and videotaped USAMU personnel for a documentary set to air on the History Channel in March.

Producer Tom Jennings of Digital Ranch and freelance video and audio specialists Rob Rainey and Mark Clark of Atlanta spent the day interviewing and filming the soldiers and civilians of the USAMU for a one-hour documentary on the history of the Magnum for the History Channel's Modern Marvels series.

The crew spent the morning at the USAMU ranges filming

members of the Service Rifle Team shooting the Magnum. After lunch, Jennings and the crew interviewed some of the USAMU ammunition technicians while they were producing Magnum bullets and talked with USAMU gunsmiths who build the Magnums for the Army shooters.

"I think everything went great," said USAMU Service Rifle Coach Donnie Heuman. "The crew members were highly professional and dedicated to their work. They were very excited about being around the guns and actually being able to film a bullet going down range; they thought that was pretty cool. They made us feel very comfortable and it was a real pleasure working with them. We're hoping to work with them again in the future."



A native of the Ukraine joins the Army

Story and photo by Ralph Walker, Portland Recruiting Battalion

Saying that she was "a little scared," Olga Victorovna Stanford, a native of the Ukraine, enlisted into the Army Nov. 1, 2001, at the Japan Recruiting Station.

Olga is on a Green Card and is a registered alien applying for U.S. citizenship. Her new job with the Army mirrors her job in the Ukraine. She was a registered nurse for 14 years, and the Army recruiters for the Japan Recruiting Station were able to get her a job as an Operating Room Specialist, 91D.

"The language barrier was the biggest challenge Olga had in joining the Army," said SSG Joseph Moxley, station commander. She had to take the ASVAB several times because she didn't understand some of the words and their meanings. But she was very persistent, kept studying and finally passed the ASVAB.

Olga is 34, married and has a 14-year-old son. All of her family and friends are in the military and joining was her logical choice she said.

She enlisted in the Army as an E-3. Promotion to E-4 should come within a year after her completion of Basic and AIT. Once she completes a few more required education courses, she will apply for Officer Candidate School and hopes to branch into the medical field.

She demonstrates a tremendous amount of pride and she is



Olga Stanford, SSG Joseph Moxley, station commander, Japan Recruiting Station, and CPT Mark C. Watson, HHC 17th ASG commander.

grateful to the Army for allowing her the opportunity to continue to work in nursing. Her ultimate goal is to become a doctor.

Olga Victorova Stanford, one of the many success stories that has come out of the Japan Recruiting Station, Portland Recruiting Battalion.

Uniforms are routine for two new soldiers

By Mary Miller, Sacramento Recruiting Battalion

Photos by SGT Eric M. VanHees, Turlock Recruiting Station

Enlistment plans were exceptionally positive for the parents, as well as for their sons.

PFC Aaron G. Williams and PVT Travis S. Duval both have parents who wear a uniform to work every day.

SSG Nathan Z. Perkins of the Turlock Recruiting Station in California recruited both enlistees.

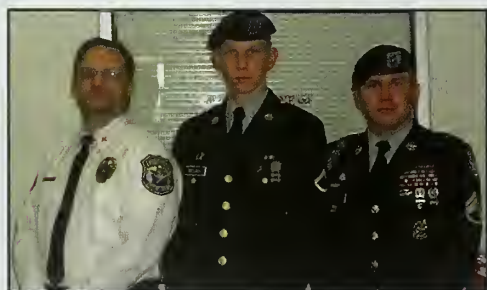
Williams is the oldest of three sons of Turlock Police Chaplain David C. Williams. He graduated from Turlock High School and recently graduated from the Army Military Police Academy at Fort Leonard Wood, Mo. Williams was excited that his first assignment is in Germany.

Duval is the oldest son of Turlock Police Animal Control Officer Glenna S. Jackson. He is a graduate of Hughson High School and recently graduated from the Army Mobile Rocket Launcher Fire Direction School at Fort Sill, Okla.

Duval made one more stop in the Turlock area to participate in the Hometown Recruiter Assistance Program, HRAP, prior to being stationed at Fort Sill.

Both soldiers went to their respective high schools to share experiences with other students. Williams and Duval told their fellow students that basic training was not something to fear.

Williams and Duval told Perkins that their former fellow students were amazed at their weight loss, perfect posture and increased confidence. Both soldiers attributed their positive changes to the Army.



(Left to right) Turlock Police Chaplain David C. Williams, son Aaron G. Williams, visit recruiter, SSG Nathan Z. Perkins.

(Left to right) Turlock Police Animal Control Officer Glenna S. Jackson, and PVT Travis S. Duval with Duval's recruiter SSG Nathan Z. Perkins.



Syracuse Battalion assists at the 2001 American Open Weightlifting Championship

Story by Mike Murk, Syracuse Recruiting Battalion APA

The 2001 American Open Weightlifting Championship was held at the Mulroy Civic Center Carrier Theater in Syracuse, N.Y. The competition was organized by USA Weightlifting, the National Governing Body for Olympic weightlifting in the states. The three-day competition is the final USA Weightlifting

national event of the year in the United States and the largest athlete-attended weightlifting contest in the country sanctioned by the organization. Over 350 Olympic athletes, coaches and officials attended the event. Members of the Syracuse Recruiting Battalion participated in the event as members of the color guard, guest awards presenters, swapping out weights between competitors' lifts.



SSG Lynward L. Jackson and SGT Eric Peisel of the Syracuse Main Recruiting Station perform color guard duty during the opening ceremonies. (Photo by Mike Murk)



LTC John Cumming, commander of the Syracuse Battalion, congratulates 2000 Olympic gold-medal weightlifter Tara Nott on her first-place medal in the Women's 53k weight category. (Photo by Garry Luke, Syracuse Recruiting Bn)



SFC Tony Pignato, station commander of the Mattydale, N.Y. (left) and CPL Aaron Brooks, a fellow recruiter in the Mattydale station (right), swap out weights between competitors' lifts. (Photo by Mike Murk)



CPT Juan Rosas, commander of the Syracuse Recruiting Company, makes the ceremonial inaugural lift. (Photo by Mike Murk)

Soldiers clear ordnance from Afghan airfield

By SGT William Patterson, 49th Public Affairs Detachment

A thunderous explosion shattered the stillness of the afternoon as soldiers cleared ordnance left behind when Taliban forces retreated from the airfield.

U.S. Army Explosive Ordnance Disposal teams worked through mid-December to clear the Mazar-e-Sharif airfield. Now they continue to work, in all types of weather, to clear an area north of the airfield.

"We work everyday," said an EOD team leader. "The only time we stopped is when our supply of C4 ran out."

There are two teams working daily to clear the area surrounding the airfield. Everyday more unexploded ordnance is found, according to the team leader.

"Our first day at the Mazar-e-Sharif airfield, we saw the biggest pipe bomb I have ever heard of," the team leader said. "There were several, each weighing 4,400 pounds."

Although the airfield is currently clear, the area around it has a long way to go.

"Just to north is an area that would take an entire EOD company their entire lives to clean up," the team leader said.

The teams have handled everything from fuel air explosives, to fire bombs, to mines, but the soldiers said the most hazardous are the bomb dispenser fuses.

"They have a small amount of explosive in them, but they are the most sensitive," a team sergeant said.

In the first few weeks of December, the

teams used approximately 1,500 blocks of C4 explosive, with 3,000 more blocks on order.

Not all of their effort and time has gone into ensuring the airfield is safe. They have done operations within the city limits as well.

"One day a truck was hauling some munitions, mattresses and rice. The driver attempted to throw his cigarette out the window," a team specialist said. "The mattresses caught on fire and set off the munitions." The team moved out and went to work on clearing the area.

"Our biggest worry were the locals; they wanted to help," the team sergeant said. "One kid brought us a burnt out RPG round and dropped it at our feet." The team was able to clear all munitions from the area and destroy them later that day.

Once EOD had cleared most of the airfield, the military brought in engineers to begin repairing it.

"My job is to supervise the repairing of the airfield," said an Air Force engineer. "EOD enabled me to do that job in a safe environment."

The EOD teams had actually cleared most of the runway before the engineer even arrived in Afghanistan, he said.

"They had cleared areas around the airfield as well, to help provide a safe working environment for repair operations," the engineer said.

The EOD efforts began to pay off when the Army landed a C-130 Hercules aircraft at the field Dec. 7.

Just a few day after, Dec. 11, the military landed the first humanitarian aid flight since the Sept. 11 attacks. The

International Committee of Red Cross brought in some personnel and equipment to set shop back up in Afghanistan.

"Their (EOD) efforts paved the way for humanitarian aid to come in to Mazar-e-Sharif," the engineer said.

(Army News Service editor's note: SGT William Patterson is a member of the 49th Public Affairs Detachment (Airborne) reporting from Afghanistan. The initial story was filed with Army News Service Dec. 18 and updated Jan. 3 with information from the Coalition Forces Land Component Command in theater.)

U.S. will combat terrorism 'as long as it takes'

By Linda D. Kozaryn
American Forces Press Service

Ask George W. Bush about his field commander in Afghanistan, and he'll describe Army GEN Tommy Franks as a "down-to-earth, no-nonsense" kind of guy.

"Precisely the kind of man we need to lead a complex mission such as this," the president said after meeting with Franks in Crawford, Texas, at the close of the year. Bush said the commander is "fulfilling the mission with patience, discipline and success."

The military's commander-in-chief invited the U.S. Central Command chief to Prairie Chapel Ranch where the first family spent the holidays. As it turns out, Franks "is no stranger to Texas," the president noted. The general was raised in Midland, Texas, and went to Midland Lee High School at about the same time as First Lady Laura Bush.

"A couple of months ago, a lot of people said that this administration and our military weren't really sure what we were doing, but I had confidence all along," Bush told reporters during a Dec. 28 press conference. His confidence, he said, was based on briefings he'd received from Franks on the strategy and on how the general planned to use the United States military. "And he hasn't let us down," Bush concluded.

Franks attributed the mission's success so far to the "great young people" — the soldiers, sailors, airmen and Marines — "doing the work for the nation."



An EOD team uses C4 to clear ordnance from an area near the Mazar-e-Sharif airfield in Afghanistan. (Photo by 49th PAD)

The general and his wife recently visited troops on the front lines in Kandahar and at Camp Rhino, as well as others deployed in nations neighboring Afghanistan. He also attended the installation ceremony for the interim Afghan government led by Hamid Karzai.

"For the first time in decades," Franks said, "more than 26 million people will have an opportunity to have their way represented in that government."

Franks said he'd been eager to tell the president what's going on in the theater and how America's troops are doing and how they feel about it. More than 50 nations are now involved in the coalition effort against terrorism, Franks said. This includes 26 nations represented at Central Command headquarters in Tampa, Fla., and 16 on the ground, in the air or at sea around Afghanistan.

Over the past 10 days, the general noted, the numbers have increased. "I think the view is that Afghanistan is a part of a global effort against terrorism, (and) that we'll stay in Afghanistan as long as it takes to do what the president has said," he told reporters.

The U.S. objective is to do away with the Taliban and destroy the al-Qaeda terrorist network inside Afghanistan, Franks said. U.S. forces will also screen, fingerprint and photograph detainees. "We'll determine which ones need to be brought out and need to be handled in some form of legal process," he said.

Completing the work will take time, he warned. The mission is far from complete. The troops, however, he pointed out, seem to be in no hurry. Those watching a USO show at Kandahar Airport a few nights earlier, he said, showed "absolutely no desire to leave their mission."

Neither should anyone else, Franks stressed: "I think it's best for all of us to recognize that we will not be hurried."

We will not be pressed into doing something that does not represent our national objectives. And we will take as long as it takes."

The president echoed Frank's commitment to finishing the job. Bush said the United States "will not blink in the face of danger and will not tire when it comes to completing the missions that we said we would do. The world will learn that when

the United States is harmed, we will follow through."

Ask the president when the job will be done, and he'll tell you, "When Tommy (Franks) says, 'Mission complete, Mr. President.'"

Army sets up "base camp in a box" in Afghan theater

By LTC Virginia Hart Ezell, AMC Public Affairs, Army News Service

In a desolate area, about as far away from the United States as possible, the U.S. Army Materiel Command moved and set up a city large enough to support over 1,600 people as part of Operation Enduring Freedom.

Soldiers from active-duty and reserve-component units in Europe and the United States moved over 450 containers from storage sites in Luxembourg and the United States in November.

They took hundreds of thousands of pounds of tents, power generators, water storage and distribution equipment, and kitchens large enough to feed hot meals to over 1,600 people three times a day, every day, and created a new city in the Afghanistan theater of operations.

The Department of the Army gave AMC eight weeks to ship and set up the new camp. It took AMC just over six weeks to accomplish the task. Hundreds of containers sitting in storage in Albany, Ga., and Luxembourg were shipped to a staging area near Ramstein Air Base in Germany. Once in Germany, soldiers from the 21st Theater Support Command based in Germany and AMC's Combat Equipment Battalion based in Luxembourg palletized the containers for military airlift to the Afghanistan Theater of Operation.

A product of the PM-Soldier Support office, Natick, Mass., Force Provider was designed as a modular system of housing, food service, laundry, water and fuel storage and distribution, waste-water collection, electrical power, showers, latrines and morale, welfare and recreation kits.

Each module, also called a

"base-camp-in-a-box," can serve 550 people. It takes 50 support people to make the camp work. The base camp assembled in November is made up of three modules.

Civilian technical specialists from PM-Soldier Support were the first boots on the ground to orchestrate the construction of the base camp. They did the site survey, designed the layout, organized the site preparations, supervised the shipment and receipt of the containers, and oversaw set up of the camp.

According to AMC estimates, the camp will generate up to 939 kilowatts of power every day. It will use over 6,700 gallons of fuel, use nearly 62,500 gallons of water, and dispose of over 63,000 gallons of wastewater — every day. The high-tech tents are designed to keep the soldiers dry and keep out the cold during the harsh central Asian winter. With AMC's job completed, soldiers from the 542nd Quartermaster Company (Force Provider) from Erie, Pa., and 507th Corps Support Group from Fort Bragg, N.C., took over operations at the new camp in early December. They will be responsible for sustainment operations, officials said.

AMC has been working on the Force Provider program for nearly seven years, sending modules to support Army humanitarian and peacekeeping operations in Honduras, Bosnia, Guatemala, Grand Turks Island, Haiti and Guantanamo Bay.

Services examine, set Afghan troop rotations

**By Jim Garamone
American Forces Press Service**

President Bush has said that U.S. troops will probably be in Afghanistan for quite some time, and one of the first questions asked by service members involved in operations in Afghanistan and environs is, "How long is that?"

The Army, Navy, Air Force and Marines set the rotation policy for each component after consulting with U.S. Central Command officials. The services will rotate personnel and units in and out of theater.

Army officials are studying their rotation issues and expect to announce policies soon, service officials said.



Changes coming soon on uniform policy

by SSG Marcia Triggs
Army News Service

More than 10 changes in the Army's uniform policy are currently being crafted for an update of Army Regulation 670-1.

Changes being revised include hair, nails, contacts, cell phones, pagers, bloused boots, headgear, "camel-backs," desert BDU insignia, regimental distinctive insignia, physical fitness uniform wear and pregnancy, the explosive ordnance detachment badge, and the black mess uniform.

Other items that will not undergo a policy change will have their wording changed to give a clearer picture of what the policy is, said MSG Kittie Messman, the uniform policy NCO at the Office of the Deputy Chief of Staff for Personnel.

Items that will be reworded include those governing tattoos and body piercing, identification bracelets, civilian bags, and uniform policy based on religious practices.

Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia, was last revised in 1992, but in order to keep up with the pace of changing times the regulation is periodically reviewed.

"The regulation has to change with time," Messman said. "If not we'll still be wearing uniforms from the Civil War."

Until the revised regulation is signed by the Secretary of the Army, Messman said, the regulation last updated in 1992 is still in effect.

A new policy regarding cell phones and pagers is one addition to the regulation that

was generated by technology, Messman said.

Under the upcoming regulation only one electric device will be authorized for wear on the uniform in the performance of official duties. The device may be either a cell phone or pager — not both. The device must be black in color and may not exceed 4x2x1 inches. Devices that do not comply with these criteria may not be worn on the uniform and must be carried in the hand, bag, or in some other carrying container.

At one time, cell phones and pagers were only common practice for people in the medical field, but now the Army has downsized, and people are doing more than one job at the same time, said LTC Margaret Flott, chief of the Human Factors and Policy Division for DCSPER. Soldiers have to be able to go out and do their jobs without being tied to their desk, she said.

Messman is the principal advisor for changes to the uniform policy, but she said the changes that are being staffed came from recommendations.

"We depend a lot on leadership in the field," Messman said. "They know the young soldiers of today. I get their input on when it's time to allow something that wasn't allowed before, or when something starts becoming a distraction and needs to be addressed."

The policy change authorizing braids and cornrows is an example of items that were once seen as inappropriate in the workplace, but now considered conservative and business-like, Messman said. And the policy clarification that prohibits two-toned

manicured nails is an example of a growing trend that has no place in the work area, she added.

People usually have the hardest time accepting the grooming policies, Messman said. "We don't want to rob people of their individuality," Messman said. "But the Army has never professed to be a leader in fashion. Our goal is to create a conservative, professional image and some of the more trendy styles will not accomplish that goal."

Highlights of the changes are:

Dreadlocks are prohibited for all soldiers. Prohibited hair dye colors include purple, blue, pink, green, orange, bright fire-engine red, and neon colors. Applied colors must look natural on the individual soldier. Women are authorized to wear braids and cornrows; baldness is authorized for males, either natural or shaved.

Males are not authorized to wear nail polish and they must keep nails trimmed to the tip of the finger. Females must keep nails trimmed no longer than 1/4 inch, as measured from the fingertip. Two-tone or multi-tone manicures and nail designs are prohibited. Prohibited nail polish colors include bright fire-engine red, khaki or camouflage, purple, gold, blue, black, white, and neon colors.

Tinted or colored contacts, and contacts that change the shape of the iris are prohibited, as they are not medically required. The only contacts authorized are opaque lenses (when prescribed for eye injuries) and clear corrective vision lenses.

Cell phones and pagers. One electronic device is authorized for wear on the

uniform, in the performance of official duties. The device may be either a cell phone or pager — not both. The device must be black in color and may not exceed 4x2x1 inches. Devices that do not comply with these criteria may not be worn on the uniform and must be carried in the hand, in a bag, or in some other carrying container.

Bloused boots. Soldiers will not blouse boots any lower than the third eyelet from the top of the boot.

Males are exempt from wearing headgear to evening social events (after retreat). Black beret. The Army flash is the only flash authorized, unless authorization for distinctive flashes was granted (i.e., OPFOR) before June 14, 2001.

Commanders may authorize the use of a camouflage hydration system (commonly called "camelbacks") for field duty or on work details. Soldiers will not use these devices in a garrison environment, unless directed by the commander.

Sew-on insignia is now authorized for the desert BDUs; colors are khaki and spice brown combinations. Soldiers may wear the same insignia and awards as are worn on the woodland camouflage BDU.

Soldiers who are pregnant should wear the PT uniform until the uniform becomes too small or too uncomfortable. At that time, pregnant soldiers may wear civilian equivalent workout attire. Leaders will not require soldiers to purchase larger PT uniforms to accommodate the pregnancy.

Wear of the RDI on the AG 415 class B shirt is optional.

The category of the EOD

Badge is changed from group 5 to group 3.

A wearout date for the black mess uniform is Sept. 30, 2003.

(Editor's note: Last portion of article copied from DCSPER information paper.)

Army announces selective stop loss 2

Assistant Secretary of the Army (Manpower and Reserve Affairs) Reginald J. Brown approved a second increment to the Army's limited stop loss program. This stop loss increment expands the coverage of the first stop loss increment to the Ready Reserve and brings additional skills and specialties under stop loss coverage for both the Active Army and the Ready Reserve. Stop loss allows the Army to retain soldiers who are determined to be essential to the national security of the United States in the service beyond their date of separation for an open-ended period. Those affected by the order generally cannot voluntarily retire or leave the service as long as reserves are called to active duty or until otherwise relieved by proper authority.

Officer and Warrant Officer Specialties, and Enlisted Military Occupational Specialties (MOS) Subject to Stop Loss 2 are:

The following U.S. Army Reserve (Ready Reserve) officer, warrant officer and enlisted specialties are included:

- * Specialty 18 Special Forces Commissioned Officers
- * Specialty 38 Civil Affairs Commissioned Officers
- * Specialty 39 Psychological Operations Commissioned Officers (Commissioned Officers who have career field

designated out of Specialties 18, 38 and 39 are not affected by this stop-loss)

* Warrant Officer Specialty 180A Special Forces

* Aviation Warrant Officer Specialties:

* 152C, OH-6 Scout Pilot

* 153D, UH-60 Pilot

* 153E, MH-60 Pilot

* 154C, CH-47D Pilot

* 154E, MH-47 Pilot

* All Warrant Officers with Additional Skill Identifier:

* K4, Special Operations Aviation

* K5, MH-60K Pilot and/or

* K6, H-47E Pilot

The following enlisted MOSs are included:

* CMF 18;

* MOS 18B, Special Forces Weapons Sergeant

* MOS 18C, Special Forces Engineer Sergeant

* MOS 18D, Special Forces Medical Sergeant

* MOS 18E, Special Forces Communications Sergeant

* MOS 18F, Special Forces Assistant Operations and Intelligence Sergeant

* MOS 18Z, Special Forces Senior Sergeant

* MOS 00Z (CMF 18 background)

* MOS 37F Psychological Operations Specialist

* MOS 38A Civil Affairs Specialist

* MOS 67U, CH-47 Helicopter Repairer

* MOS 92M Mortuary Affairs Specialist

The following Army National Guard (Ready Reserve) officer, warrant officer and enlisted specialties are included:

* Specialty 18 Special Forces Commissioned Officers

(Commissioned Officers who have career field designated out of Specialty 18 are not affected by this stop-loss)

* Warrant Officer Specialty 180A Special Forces

* Aviation Warrant Officer Specialties:

* 153D, UH-60 Pilot

* 154C, CH-47D Pilot

The following enlisted

MOSs are included:

* CMF 18;

* MOS 18B, Special Forces Weapons Sergeant

* MOS 18C, Special Forces Engineer Sergeant

* MOS 18D, Special Forces Medical Sergeant

* MOS 18E, Special Forces Communications Sergeant

* MOS 18F, Special Forces Assistant Operations and Intelligence Sergeant

* MOS 18Z, Special Forces Senior Sergeant

* MOS 00Z (CMF 18 background)

* MOS 67U, CH-47 Helicopter Repairer

* MOS 92M Mortuary Affairs Specialist

The following Active Army officer and enlisted specialties are included:

* Specialty 39 Psychological Operations Commissioned Officers (Commissioned Officers who have career field designated out of Specialty 39 are not affected by this stop-loss)

The following enlisted MOSs are included:

* MOS 37F Psychological Operations Specialist

* MOS 92M Mortuary Affairs Specialist

Reginald J. Brown, Assistant Secretary of the Army (Manpower and Reserve Affairs), approved the first increment of Stop Loss in support of Operations Noble Eagle and Enduring Freedom on Nov. 30, 2001. The first increment focused on Active Army Special Forces and selected Aviation soldiers.

Prior to Operations Noble Eagle and Enduring Freedom, the Army last used stop loss during Operation Desert

Shield/Desert Storm in 1990. In that same year, President George H. Bush delegated stop loss authority to the Secretary of Defense during Operation Desert Shield.

Most involuntary discharges would not be affected by stop loss, nor would stop loss change any policies or regulations currently in effect that might lead to an involuntary administrative discharge.

The Army will reevaluate stop loss on a monthly basis and use it as a tool to maintain unit readiness.

MTMC to improve how it moves service members

Special to the American Forces Information Service

Changes are coming in the way the Military Traffic Management Command administers the moves of the nation's military service members.

Changes will come in two broad areas – faster deliveries and higher qualification standards to move personal property.

The changes probably result in at least a 15 percent drop in time allowed for a mover to complete the personal property shipment, he said. For example, 66 days is the current time allowed to ship a service member's household goods from Fort Hood, Texas, to Kaiserslautern, Germany.

The proposed changes would cut that time to 54 days, or 18 percent.

In a related initiative, the command is increasing the standards required to qualify as a DoD personal property carrier. The revised standards call for carriers to meet higher financial reporting and operating standards.

Gold Badges

RSM DECEMBER 2001



BALTIMORE

SFC Nilsa Davila-Arenda
SFC Karol J. ...
SSG J. ...
SSG ... Ortega Jr.
SFC James A. McDowell
SGT Clara Burton

CHICAGO

SFC James Franklin
SSG Betty Franklin
SSG Jose Romero
SSG Garrett Brice
SSG John Nelson
SSG Michael Wilson
SSG Loretta Hall-Weathersby
SGT Donald Wagman

CLEVELAND

SFC Anna Randall
SSG Nathaniel Turner
SSG Paul Brent
SSG Tramayne Meeks

COLUMBIA

SSG Kenneth N. Messer
SGT Patricia A. Cosey

COLUMBUS

SFC James R. Brazill
SFC Thomas E. Dillingham
SFC Bryan L. Townsend
SSG William E. Williamson
SSG Jimmy L. Jackson
SSG Brendan T. Kelly
SSG Kohlen K. Keylor
SSG Matthew O. McDermott
SSG Jeffrey A. Caldwell
SGT Marion C. Andrews
SGT Bryan D. Block

DENVER

SSG Mark L. Breitwiser
SSG Cristina M. Espinosa
SSG Jeff White
SGT Jeremy Price

DES MOINES

SFC Tony Echevarria
SSG Rodney Tillman
SSG Michael W. Williams
SSG Kendall D. Wynant
SSG Jerry Payne
CPL Perkins J. Herron

HOUSTON

SFC James Campbell

SFC Jimmie Myers
SSG Belinda Perkins
SSG Rodney Knight
SSG Ramio Vazquez
SSG Jorge Gonzalez
SGT Dawn Vance
SGT Jeffrey Coulter

INDIANAPOLIS

SFC Edward C. Horner

JACKSONVILLE

SSG Raul Rios
SSG Grady Crawford
SSG Leo Cornell
SSG Vernon Lusco
SGT Travis Lee
SGT Lanretta Covington

MIAMI

SSG Angel Lozado
SSG Jorge Acquino
SGT Jose Yglesias
SGT Juan Correa
SGT Darrell Betts

MILWAUKEE

SSG Lane H. Goldfarb
SSG Foster Ray
SSG Richardson Anthony
SSG Scott Nicholson
SSG Michael Hull
SSG Brian Wilkins
SGT Chadrick Pennington
SGT Jared L. Fortun

MINNEAPOLIS

SFC Timothy S. Walters
SFC Gary A. Robinson
SFC David A. Hodapp
SSG Jeffrey A. Marshall
SSG Kirk R. Engle
SSG Blain A. Erickson
SSG David W. Lampman
SSG Gary Flowers II
SSG Dale G. Ingle
SSG Michael J. Maag
SSG Michael D. Lewis

MONTGOMERY

SSG Michael Brown

NASHVILLE

SFC Gaylord Daniels
SSG Michael Newlands
SGT Mitchell Turton
SGT Richard Ramey

NEW ENGLAND

SFC Johnny R. Welch
SSG Ryan M. Razon
SSG William M. Sturgeon

NEW YORK CITY

SFC James D. Freeman
SSG Everton Johnson
SSG Brian K. Jones
SSG Alonza Moore Jr.
SSG Michael T. McFarland
SSG Christopher S. Reddix
SSG Adam C. Grines
SGT Robert A. Batal

OKLAHOMA CITY

SFC Pedro Perez Jr.
SFC Clarence J. Collins
SFC Timmie D. Leckie
SFC John A. Vidal
SSG Steven A. Hieber
SSG Stephen C. Looney
SSG Bradley J. Crook
SSG Condly Wade
SSG Kent A. Evans
SSG John Gilbertson
SSG Arnold R. Caldwell
SSG Justin Peters
SSG Mark T. Kicenski
SSG Alfonzo Mather
SSG Willie M. Craig II
SSG William R. Kemp
SSG Robert J. Asch
SSG Michael A. Matthew
SSG Shawn Clemens
SSG Jose Castrobarajas
SSG Clint Eaglin
SSG Tony Fette
SSG Lawrence Nelson
SSG Richard P. Riester
SGT Cardell C. Smith
SGT Ursula Turner
SGT Terrence Mitchell
SGT Ervin N. Parson Jr.
SGT Scott Elliott

CPL Tawan A. Marks

PITTSBURGH

SFC Richard J. Jenkins

PORTLAND

SSG Jarinda Nettles
SSG Marc Biletski

RALEIGH

SFC Avelino Brooks

SACRAMENTO

SSG Lawrence P. Hodges

SALT LAKE CITY

SSG Bradley Smith
SSG Eric Spaunhorst

SEATTLE

SFC Michael S. Quiban
SFC Webster William
SSG Gary J. Hall

ST. LOUIS

SFC Travis W. Adkins
SFC Gordon Franks
SFC John Meyer
SFC Richard M. Glenn
SFC Roger N. Johnson
SFC James M. Jennings Jr.
SFC James R. Dawson
SSG Eric W. Perkins
SSG Violet McDow
SSG Bryan K. Hook
SSG James Flores Jr.
SSG Clinton M. Youngerman
SSG Winnfred Jones
SSG Troy A. Milam
SSG Kevin Todd
SSG Craig Stinson
SSG Jerry Mullings
SSG Cortez Gillespie
SGT David E. Reynolds
SGT David P. Wright
SGT Kevin W. Lewis
SGT Cayford J. Campbell
SGT John P. Little
SGT Tito Reed
SGT Shawn Craft
SGT Jonathan Lynch

SYRACUSE

SFC Shawn I. Philbrick
SSG Jason G. Robert
SSG Grant S. Byerly
SSG Jeffrey W. Johnson
SSG Michael H. Truax

TAMPA

SFC Richard E. Epps
SFC Danilo Rodriguez
SFC Thomas M. Bradley
SSG Mia Harper-Hall
SSG Derek Long
SSG Mark E. Poindexter
SSG Efrem D. Santiago
SGT Eddie J. Molina

Morrell Awards

RSM DECEMBER 2001

ATLANTA

MSG Todd Obanion
SSG Johnny Shine

BALTIMORE

CSM Maria Martinez
SFC Theresa Good
SSG Sylvia Meniffee
SSG Randal Westfal

BECKLEY

SFC Michael Herron

COLUMBIA

1SG Dennis Bottoms

DES MOINES

SFC Shane Cole

INDIANAPOLIS

1SG Rhodie Milton

JACKSONVILLE

1SG Miguel Ramos
SFC Tracy Glover
SSG Derrick Booker
SSG Darren Wiggins

LOS ANGELES

SFC Gregory Becker

MIAMI

SFC Michael Murcray

SFC Byron Hoover

MILWAUKEE

SFC Steven Jansen

SFC Kevin Moore

MINNEAPOLIS

SFC Clarence Caldwell

MONTGOMERY

SFC Dalton Johnson
SFC Michael Melendez

NASHVILLE

SFC Johnny Ratliff Jr.
SSG Tony Briggs

OKLAHOMA CITY

SFC Louis Beldotti Jr.
SFC John McAllister
SFC Rodney Shepard
SFC Samuel Gardner

PHOENIX

SFC David Adcox
SSG Rodger Walker
SSG Steven Janotta



SACRAMENTO

1SG Dennis Anderson
SFC Charles Vagasky

SALT LAKE CITY

SFC Ronald Cornelius

SAN ANTONIO

1SG Harlan Dobbs
SFC Margarita Lopez-Figueroa

SEATTLE

SFC Johnny Moore

ST. LOUIS

1SG David Jenner
1SG Shawn Burgess
MSG Gail Mitchell

SFC Paul Kleeman

5TH AMEDD

SFC Thomas LeHew

Recruiter Rings

RSM DECEMBER 2001

BALTIMORE

SSG Bryant Allen
SSG Timothy Carter
SFC Foster Meadors
SSG Calvin Brown

CHICAGO

SFC Ananies Bearden
SSG Stephen Radloff Jr.

COLUMBUS

SFC Edwart Trefit
SSG Christopher Caddell

DES MOINES

SFC Gregory Colvin
SFC Robert Schrodt

SFC William Pyper

SSG Gordon Sams

SSG Joseph Cloke

INDIANAPOLIS

SSG Anthony Courtney

JACKSON

SSG Katriana Baker

JACKSONVILLE

SFC John Harrington
SSG John Murphy

SSG John Hunter
SSG Robin Stocking
SSG Marlin Donaldson
SSG Jesse Butler

KANSAS CITY

SFC Mack McClendon

LOS ANGELES

SFC Garry Moore
SFC Raymond Jenkins
SFC Francis Donaldson

SFC Juan Amador

SFC Russell Pearson

SSG Kevin Johnson

MIAMI

SGT Jorge Vasquez

MINNEAPOLIS

SSG Mark Simpson

MONTGOMERY

SSG Vincent Washington

SSG William Self

NEW ENGLAND

SFC Ernest Sanchez

NEW ORLEANS

SFC Jeffrey Ransom

OKLAHOMA CITY

SFC Michael Whitaker
SFC Stephen Badley
SFC Willie Larry
SFC Douglas Hilburn
SFC George Shippey
SFC Shawn Summers
SFC Marvin Monroe
SSG James Crosby
SSG Karl Nailling

PHOENIX

SSG Michael Waldrop

PITTSBURGH

SFC Brian Fishel

SACRAMENTO

SFC Gregory Lowery

SALT LAKE CITY

SFC David Lockyer

SFC Robert Cagle

SSG Christopher Irwin

SSG Eric Jackson

SAN ANTONIO

SFC Santo Edi Ramos Jr.

SFC Abel Garza

SSG Simon Perez



SSG Dallas Ketchum
SSG Daniel Cantu
SSG Jo Ann Macias

ST. LOUIS

SFC Samuel Rakestraw
SFC William Livengood
SFC Dwight Eversole
SFC Kelly Woods
SFC Forde Delibac
SSG Jeffie Jones

SYRACUSE

SFC David Seal
SFC Dannie Arnold
SFC Robert Pollino
SFC James Mendelson II

TAMPA

SFC Reginald Wilson
SFC Paul Ritchie
SFC Rodney Weibley

1ST AMEDD

SFC Torrance Hubbard

3D AMEDD

SFC Troy Doese

6TH AMEDD

SFC Robert Dow
SFC Randy Naporlee

1. This month, February, you should be at _____ percent senior contacts.
 - a. 80
 - b. 90
 - c. Recruiters discretion
2. Salesmanship is defined as the art and science of persuading people to accept an idea, service or _____.
 - a. State
 - b. Situation
 - c. Eventuality
 - d. Product
3. An allegation is defined as "information from any source that a USAREC member violated USAREC Reg _____. Allegations can be expressed or implied based on oral or written statements which need not be _____ or sworn."
 - a. 601-210 / signed
 - b. 601-96 / specified
 - c. 601-87 / specified
 - d. 601-45 / signed
4. The current recruiter management update is _____.
 - a. AI
 - b. AH
 - c. AG
 - d. AJ
5. RTAC is the _____.
 - a. Regional Training Action Center
 - b. Resource Training Advice Corp.
 - c. Recruiter Training Assistance Center
 - d. Recruiter Tension Alleviation Center
6. USAREC Message 02-026 concerns what?
 - a. Policy issues and reminders
 - b. Enlistment incentives
 - c. Applicant copies of enlistment documents
 - d. GED Plus closure
7. If a recruiter is notified of jury duty, their first action is to:
 - a. Notify the court that they are exempt
 - b. Notify the Brigade Judge Advocate
 - c. Notify their CLT
 - d. Notify their station commander
8. Guidance counselors are authorized use of a Recruiter Expense Allowance.
 - a. True
 - b. False
9. USAREC Reg 601-94 covers what?
 - a. Missioning procedures
 - b. Total Army Involvement in Recruiting (TAIR)
 - c. Police record checks
 - d. Post secondary schools recruiting program
10. MOS 68U10 is an ACASP authorized MOS.
 - a. True
 - b. False
11. There are five basic colors on a topographic military map.
 - a. True
 - b. False
12. Each tick mark on a Lensatic compass is equal to 5 degrees and 15 mils.
 - a. True
 - b. False
13. When determining distance, using a 1:50,000-scale map, 1 inch on a map is compared to how many inches on the actual ground.
 - a. 5 inches
 - b. 150 inches
 - c. 15,000 inches
 - d. 50,000 inches
14. To properly zero an M16A2 rifle you will need a 25-meter range, 18 rounds of ammunition and a zero target of how many meters.
 - a. 50 meters
 - b. 150 meters
 - c. 300 meters
 - d. 250 meters
15. When placing a tourniquet on an injured limb it must be placed _____ above the edge of the wound.
 - a. 1-3 inches
 - b. 2-4 inches
 - c. 3-5 inches
 - d. 2-3 inches

The answers to this month's test can be found on the inside back cover.

Mission Box

The Achievements of One that Contribute to the Success of the Team



RSM December 2001

Top RA Recruiter

SSG Ronald Miller (Pittsburgh)	SSG Eddie Howard (Atlanta) SSG Vernon Lusco (Jacksonville) SSG Lance Mcewan (Raleigh)	SSG Joseph Guilfoyle (Indianapolis)	SGT Jeffery Nash (San Antonio)	SSG Michael Ambrose (Sacramento) SGT Gregory Tulk (Portland) SFC Todd Grizzle (Seattle)
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Top USAR Recruiter

SFC Mark Rice (Pittsburgh)	SFC Ernesto Escobales (Tampa)	SFC James Horman (Milwaukee)	SFC James Crosby (Oklahoma City)	SGT Steven Anderson (Los Angeles)
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Top LPSC

Winchester (Baltimore)	Montgomery (Montgomery)	Lafayette South (Indianapolis)	Baton Rouge (New Orleans)	Citadel (Denver)
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Top OPSC

Dunkirk (Syracuse)	Frankfort (Nashville)	Palatine (Chicago)	N. Little Rock (Oklahoma City)	Glenwood Springs (Denver) Wyoming (Phoenix)
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Top Company

Roanoke (Beckley)	Montgomery (Montgomery)	Grand Rapids (Great Lakes)	Wichita (Kansas City)	Seattle (Seattle)
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Top Battalion

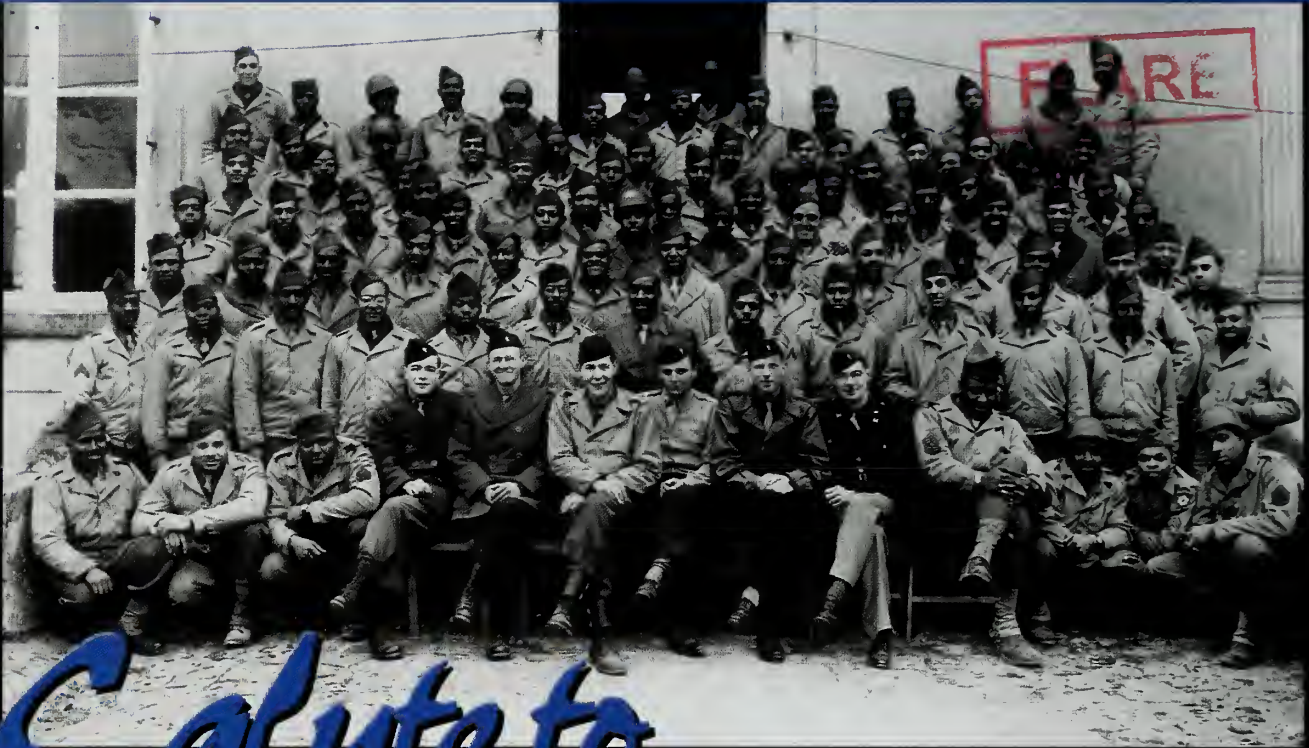
None	Jackson	Great Lakes	Oklahoma City	None
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Top AMEDD

None	Georgia/Alabama	Cleveland	New Orleans	Rocky Mountain
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Answers to the Test

1. c. USAREC Msg 99-080
2. d. USAREC Pam 350-7 (5-1)
3. d. USAREC Reg 601-45 Glossary
4. a. Recruiter Management update A1 dtd Nov 2001
5. c.
6. b. <http://gcweb.usarec.army.mil/UM/rcumindex02.htm>
7. d. USAREC Reg 27-2 Appendix E
8. a. USAREC Reg 37-16 4a(3)
9. c.
10. b. AR 601-210 Table 7-1
11. b. STP 21-1 SMCT Task 071-329-1000, pg 24, para 1c
12. b. STP 21-1 SMCT Task 071-329-1003, pg 46, para 1c (1)
13. d. STP 21-1 SMCT Task 071-329-1008, pg 53, para 1
14. c. STP 21-1 SMCT Task 071-311-2030, page 121 (under conditions)
15. b. STP 21-1 SMCT Task 081-831-1017, pg 500, para 2b



Salute to

AFRICAN-AMERICAN/ BLACK HISTORY MONTH

"The African American Legacy:
Contributions and Service in America's Defense."

F E B R U A R Y